

STATE

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June 2013

MAGAZINE

K-9 Hero

Retired Military Working Dog
Warms Hearts in Helsinki

Environment for Success

Green Races Boost
Conservation and Community

Statistically Speaking

HR Releases 2012 Foreign
Service Promotion Data

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Inaugurated in 1911, the Metropolis Building in Madrid is decorated with statues representing mining, agriculture, industry and commerce.

Fotolia photo



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Post One

BY ISAAC D. PACHECO

The Paper Trail

In January, *State Magazine* launched an ambitious plan to update our entire print distribution list through postcard mailers, online outreach and targeted advertisements in select issues of the publication. The goal was to drastically reduce the number of print copies that were being wasted each month when mailed to incorrect addresses, or to people who no longer wish to receive a print subscription.

To date, we have received approximately 2,000 responses, both by postcard and online. Nearly a quarter of respondents chose to support our effort to reduce our environmental footprint by switching from paper to digital delivery. These readers are helping us become more efficient by keeping several tons of paper out of landfills and by reducing our production and shipping costs considerably.



We greatly value the members of our audience who have expressed their desire to continue receiving print copies of *State Magazine*, and have updated their information accordingly. Unfortunately, we have only received requests to continue hard copies from approximately 15 percent of those readers who receive the printed version.

There is still time to update your contact information before the July 1 cut-off date. Send in your postcard today! Readers can also go online at state.gov/statemag to

update their info and sign-up to receive email notifications when new issues of *State Magazine* appear. Our site has been optimized to load not only on current high-speed Internet, but also on older dial-up connections or in areas with limited bandwidth.

The current budget climate demands we make the most efficient use of our resources and technology, which is why we have made it a priority to ensure that our printed issues are actually desired. Still, we continue to explore creative options to make our publication more effective in the future. We have been in discussions about the possibility of moving away from print altogether in favor of an enhanced digital product. This transition would allow us to meet and exceed the Department's mandate to eliminate wasteful or duplicative processes by making the magazine instantly available to anyone with an Internet connection at a fraction of the current cost of print production, and in a much more environmentally-friendly manner.

We have worked for the past several years to develop a robust digital version of the magazine, available online and on phones and tablets running iOS. As the demand for the digital magazine increases, the publication will evolve, and we may develop apps for Android and Kindle devices.

Ultimately, *State Magazine* will continue to serve as a high-quality source of news and information about what Department employees are doing to forward America's diplomatic mission around the globe. However, we must capitalize on current and emerging technologies to conserve natural and fiscal resources.

Send us your thoughts—by letter or email—about the magazine's possible transition from print to digital. Let us know how it would affect you. Your perspectives will help shape the future of our publication. ■



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Submissions

For details on submitting articles to *State Magazine*, request our guidelines by email at statemagazine@state.gov or download them from state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines

The submission deadline for the July/August issue is June 17.
The deadline for the September issue is July 15.

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

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In the News

"Argo" Rescue Mastermind Speaks at Main State

"It's a State Department story, a CIA story and a Canadian story," said Jonna Mendez, introducing her husband and colleague, retired CIA officer Tony Mendez, whose 1980 rescue of six Americans from Iran was dramatized in the Oscar-winning movie "Argo."

Speaking in April in the George C. Marshall Auditorium, the Mendezes described their work in the CIA's Technical Services Division, where Tony specialized in "extractions" from hostile environments, complete with cover stories and forged documents. When, in late 1979, it seemed that Iranian hostage-takers would soon find the six U.S. Embassy staffers who had eluded them earlier by hiding in Canadian diplomats' homes, the State Department contacted Tony Mendez's office.

This being the "Star Wars" era, the rescue plan for the six involved an invented "scouting party" for a faux science fiction movie, Tony Mendez said, calling it the "best bad idea." Elaborate cover stories give rescues the confidence to navigate a tense extraction, he said.

His speech was organized by the Associates of the American Foreign Service Worldwide, the Foreign Service community association. The audience included Department employees and family members, as well as Kathleen Stafford, one of the six Americans rescued in the operation.

In an emotional reunion, the Mendezes invited Stafford to join them onstage. They had always wanted to ask whether the "houseguests," as the Mendez duo knew them, had been informed of the rescue in advance. Stafford said the sudden appearance of Tony Mendez and his partner was "a very nice surprise," and laughed as she recalled how both men were stereotypically dressed in trench coats.



From left, Tony and Jonna Mendez take audience questions along with Kathleen Stafford, one of the six Americans rescued in the operation, during their presentation at Main State. Photo by Lindsay King; Above right: Tony Mendez signs a copy of his new book, after speaking in the Marshall Auditorium. Photo by Isaac D. Pacheco

Tony Mendez recalled another rescue involving a foreign intelligence officer who was so paralyzed with fear that he hid in an airport men's room. Stafford's group, in contrast, remained composed throughout the ordeal, which lacked the car chase depicted in the film but remained tense until well after their flight took off, since Iran had F-4 fighter jets. Stafford said there was a "shepherd quality" in Mendez's leadership that inspired calm in the rescued embassy staffers.

Coincidentally, Tony and Jonna Mendez and Stafford are all artists, whose work can be viewed at pleasantvalleystudios.com and kathleenstafford.wordpress.com.

Department Acts to Boost Vets' Hiring

In the Department's latest effort to increase its hiring of U.S. military veterans, Director General Linda Thomas-Greenfield in April signed a memorandum of understanding with the Department of Veterans Affairs (VA) giving the Department access to VA's Feds for Vets database of veterans' resumes.

The MOU builds on recent successes: In fiscal 2012, the Department increased its hiring of vets by 4.7 percent, exceeding its goal of between 3 and 4 percent. In all, 21 percent of the Department's 1,479 new Civil Service employees in fiscal year 2012 were vets, according to Office of Personnel Management data—roughly double the percentage of vets among Civil Service new hires five years earlier.

Thomas-Greenfield said the MOU commits the Department to work with the VA to increase veterans hiring, and that the Department's commitment comes all the way from the Secretary of State. She said vets often bring overseas experience and professional and language skills. For example, veteran Corneal Hunter, hired in 2009, brought the Department budgeting skills acquired through 20 years in the military to his job as a budget analyst with the Bureau of Diplomatic Security, she said.

Veterans receive a preference in Civil Service hiring and get a "bump up" after they are placed on the Foreign Service hiring register.

At the signing, Dennis May, acting director of VA's Veteran



Director General Linda Thomas-Greenfield, right, and Dennis May, acting director of VA's Veteran Employment Services, sign the memorandum. *Photo by Isaac D. Pacheco*

Employment Services, said, "We're excited about the opportunity to share our tools and resources with the Department of State. We look forward to the partnership. Let's get some vets hired!"

Denise Wright, manager of the Department's Veterans Employment Program (VEP), said veterans bring the Department "a wealth of knowledge" and are represented in all employee categories, including such mission-critical occupations as foreign affairs officers, contract specialists and budget analysts. She said the VEP strives to expand veterans' hiring "by capitalizing on the comparable occupations and skills veteran applicants acquired during their military career and the employment needs and opportunities of the Department."

Mission Event Boosts ELO Development

Last September, the U.S. Embassy in Islamabad, Pakistan's First and Second Tour (FAST) group hosted the embassy's inaugural reception for young diplomats at the residence of Deputy Chief of Mission (DCM) Richard Hoagland. Initially, Pakistan's Foreign Service Academy rejected its invitation to the event, reflecting U.S.-Pakistan tensions arising from bilateral crises in 2011, but the embassy persuaded the Ministry of Foreign Affairs to allow its new officers to participate.



At the March workshop, entry-level officers toured the construction site of the new U.S. Embassy in Islamabad. *Photo by Leslie Taggart*

As a result, 26 new Pakistani diplomats, 30 American entry-level officers (ELOs) and 30 young diplomats from other foreign missions attended a party that reflected the renewed spirit of cooperation in the relationship.

"It was a textbook case of diplomatic networking and relationship-building, with the emphasis on the next generation of Pakistani diplomats," Hoagland wrote afterward.

In late March, recognizing that fiscal austerity could preclude a 2013 regional ELO conference, FAST instead organized a two-day Mission Pakistan Entry-Level Professionals Workshop that was attended by 25 Department and USAID officers. The cost was largely covered by charging attendees a small fee and arranging home-stays for out-of-towners.

The DCM hosted the welcome reception, which was followed by seven career development sessions. Political Counselor Jonathan Pratt spoke about the future of U.S. policy in Pakistan, and a panel of speakers from USAID, the Defense Attaché Office and the Assistance Office discussed strategies for "Working the Interagency."

ELOs donned hard hats for a tour of the New Embassy Compound construction site and completed seminars on media training, led by public affairs staff, and supervisory skills, led by the human resources staff. A "Transition Back to Washington" panel prepared attendees for a Foggy Bottom assignment, and senior officers from the Department and USAID led mentoring sessions on mid-level lobbying.

"This workshop is Mission Pakistan's way of ensuring all our ELOs depart post with an enhanced set of Foreign Service skills and are ready to thrive as mid-level officers, a key Department-wide goal following the Diplomacy 3.0 hiring surge," Hoagland said.

With ACS Help, Man Regains American Citizenship

In 1974, Konstantinos “Kostas” Kourmouis, unemployed and with a family to feed, renounced his U.S. citizenship in order to be hired for a permanent position at the U.S. Embassy in Athens, Greece.

Greece in 1974 was mired in anti-Americanism, and as a U.S. citizen, Kourmouis had virtually no prospect of local employment except the embassy—and then only if he renounced his U.S. citizenship. Foreign affairs agencies lacked legal authority then to hire Americans residing abroad under the compensation plans used to pay employees in local-hire positions, so Kourmouis did what he had to do.

He stayed in his embassy job as a security receptionist for the next 23 years. It was not without risk: Once when a package was hand-delivered to the front desk, Kourmouis noticed its protruding wires and contacted Post One, which found it was an explosive device. Years later, he said he’d accepted the courier’s package only because he knew the driver from another diplomatic mission in Athens.

As he put it: “The U.S. Embassy was not

popular at that time with either the Greeks or foreigners.”

After retiring in 1997, Kourmouis asked to have his citizenship renunciation overturned, based on a 1991 law allowing U.S. embassies and consulates to employ expatriate Americans and family members in positions formerly available only to foreign nationals. He was denied.

But 15 years later, in December 2012, the post’s American Citizen Services (ACS) unit brought a similar case to the Department, which was approved. Reminded of Kourmouis’ case, the ACS unit again asked the Department on his behalf, and his reinstatement was approved retroactive to the day in 1974 when he renounced his citizenship.

In December, Ambassador Daniel B. Smith called to Kourmouis with the good news. Now 78 years old and a widower, he immediately made an appointment to come to the embassy for a new U.S. passport. He was all

smiles the day he received his passport from Ambassador Smith, who thanked him for his dedication and service during a particularly difficult period in U.S.-Greece relations.



Ambassador Daniel B. Smith presents Konstantinos Kourmouis with his new U.S. passport. Photo by John Payne

Disability Rights Event Held in Bangladesh

In March, Ambassador Daniel Mozena hosted Mission Bangladesh’s first roundtable discussion on disability rights and how U.S. diplomacy could be more inclusive of persons with disabilities. More than 40 participants



from the government of Bangladesh, local and international NGOs, human rights groups and disabled persons’ organizations (DPOs) attended.

Ambassador Mozena spoke of the U.S. change in attitudes toward people with disabilities during his lifetime and said he hoped a similar shift would occur in Bangladesh. He noted two U.S. efforts under way in Bangladesh, discussed the Americans with Disabilities Act of 1990 and reaffirmed America’s commitment to removing barriers that prevent persons with disabilities from enjoying dignity and respect.

The U.S. Embassy in Dhaka has worked to strengthen the capacity of DPOs to make voting more accessible and empower people with disabilities, through theater and other performing arts.

In his wheelchair, Abdus Sattar Dulal, founder and executive director of the group Bangladesh Protibandhi Kallyan Somity, prepares for the event. Photo by Robert Rebeiro

Other speakers included a representative of the U.S.-supported group Handicap International, which is making grants to strengthen the capacity of local DPOs and has published a nationwide DPO phonebook with more than 500 entries.

Fullbright researcher Sophia Newman said Bangladesh’s capacity to assist persons with mental disabilities is sorely lacking, with only 100 psychiatrists in a country that needs 7,500, she estimated.

Attendees asked how local DPOs could receive U.S. program funding. Ambassador Mozena told them to think broadly in terms of possible funding sources, including local businesses and NGOs.

The mission said it sees the roundtable as the beginning of an ongoing conversation with disability rights advocates and civil society organizations. DPOs have asked mission staff to visit and learn more about their work and their challenges, which should lead to improved understanding and better advocacy by the mission. ■

Direct from the D.G.

LINDA THOMAS-GREENFIELD
DIRECTOR GENERAL

Mentoring and Career Development: More Than Just “Nice Things”

A Chinese proverb wisely states, “If you want one year of prosperity, grow grain. If you want 10 years of prosperity, grow trees. If you want 100 years of prosperity, grow people.” As Director General, I have taken that observation to heart by encouraging mentoring and career development among our staff.

Under the Diplomacy 3.0 hiring initiative, we have increased the size of the Foreign Service by 21 percent and of the Civil Service by about 9 percent since 2008. Consequently, about two-thirds of our employees have less than 10 years of experience. Furthermore, Civil Service and Foreign Service retirements are up 20 percent over last year. We, therefore, must mentor all employees at every level and provide them with strong leadership that includes opportunities for career development.

Our senior men and women must help us develop the next generation of leaders. That’s why I am sharing with you my thoughts about growing future leaders at the Department.

The Bureau of Human Resources is working hard to create the incentives to get Department supervisors to develop leaders. For example, we have a mandatory job element for Civil Service supervisors that encourages employee development through informal and formal training such as developmental assignments, special projects, classes and mentoring for employees. The core

precepts for promotion in the Foreign Service also have specific language to support professional development.

Second, a diversity of experience is critical to developing leaders. The Foreign Service Career Development Program encourages serving in different regions, maintaining language capabilities and pursuing out-of-cone assignments, external details and long-term training. Many outstanding career development/training opportunities are also available to Civil Service employees, and efforts are under way to increase the flexibility of Civil Service staffing so that we can provide more details and rotational opportunities.

All managers should exert positive leadership over their specific area of influence, however small. Our surveys say front-line supervisors have the biggest impact on morale and motivation. The Department will continue to become a stronger institution if supervisors at all levels offer development opportunities and engage the creativity of their staffs.

Moreover, as I indicated in my January 17th cable, I expect all Deputy Chiefs of Mission and Principal Officers to proactively reach out to all First and Second Tour (FAST) employees. At my last post, we included all agencies’ FAST employees in an active mentoring program. It fostered *esprit de corps* among our newest employees and reinforced the “one team, one mission” ideal.



Many DCMs, Principal Officers and line supervisors find it useful to mentor entry-level personnel through FAST Committees. I encourage you to check out e-Diplomacy’s new worldwide FAST Forum as a resource in this regard.

I’m also pleased to report that in February, the Department’s Civil Service Mentoring Program graduated its tenth class. In one decade, it has grown from a pilot program into one of the largest employee-mentoring programs in the federal government. With its formal and informal situational mentoring programs combined, the program now has more than 700 mentors and nearly 1,000 participants from the Department and USAID. If you have not signed up as a mentor, I encourage you to do so.

If you have any general comments or suggestions on mentoring, career development, or any other topic, please feel free to send them to me via unclassified e-mail at DG Direct. ■

Linda Thomas-Greenfield

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Moving Forward in the Fight for LGBT Equality

June is Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month. Pride Month commemorates the anniversary of the 1969 Stonewall Inn riots in New York City, which arose out of frustration with police brutality against LGBT individuals. In the days following, the demonstrations gained momentum as many joined to protest widespread discrimination. As we reflect on the events of 1969, we celebrate the strength and courage of those who are subjected to unequal treatment yet continue to fight for acceptance and equality.

The Department of State's history clearly illustrates that it has not always been accepting or inclusive of LGBT individuals. According to a Senate Committee report, 121 Department employees resigned or were dismissed after being accused of homosexuality between January 1, 1947, and November 1, 1950. Years later, Tom Gallagher, the first Foreign Service officer to come out publicly, resigned in 1976 due to concerns that his career would be severely limited.

Our nation and the Department have come a long way since then. In 1992, a small group of gay and lesbian employees from the Department and USAID gathered to discuss the need to overturn discriminatory policies. And with that, Gays and Lesbians in Foreign Affairs Agencies (GLIFAA) was born. Despite the early opposition that GLIFAA faced, it has played an instrumental role in eradicating barriers

to equal treatment for the LGBT foreign affairs community. In 1994, Secretary of State Warren Christopher amended the Foreign Affairs Manual (FAM) to add sexual orientation to other prohibitions against discrimination in obtaining security clearances.

As Secretary of State, Hillary Clinton made the advancement of LGBT rights a top priority. In 2010, the Department became the first cabinet-level agency to rewrite its Equal Employment Opportunity (EEO) policy to explicitly include gender identity. In observance of 2011's Human Rights Day, she delivered a powerful and poignant speech before the United Nations in which she declared, "Gay rights are human rights, and human rights are gay rights."

Last November, I attended the 20th anniversary celebration of GLIFAA. As a result of GLIFAA's advocacy, personnel policies at the Department are evolving to provide equal opportunities for all employees. Under the Same Sex Domestic Partner program, Eligible Family Member status is now available for same-sex partners of Foreign Service officers. Additionally, the FAM was revised to allow same-sex couples to obtain passports under the names recognized by their state through their marriages or civil unions.

But barriers still exist. Because of the Defense of Marriage Act, the federal government is legally prohibited from recognizing same-sex marriages formed in the United States or abroad.



This means it cannot extend many of the benefits available to heterosexual couples, such as health insurance and pension benefits, to the families of LGBT employees.

Increasing U.S. acceptance of LGBT individuals does not mean other countries are marching in the same path. When our LGBT colleagues serve overseas, they confront challenges imposed by societies that condone disparate treatment of LGBT individuals in the form of financial penalties, imprisonment or beatings.

We in the Office of Civil Rights will continue to work to ensure that the Department is a workplace free of discrimination and harassment, one where employees feel comfortable simply being themselves. We will continue to remind others of the importance of diversity and inclusion. As we celebrate LGBT Pride Month this year, let us continue to make strides in moving toward equality and fairness for all and, in doing so, set an example for the rest of the world. ■

A handwritten signature in black ink that reads "John M. Robinson". The signature is fluid and cursive, with a long horizontal line extending from the end.

Danger: UXO

Annex Project Required Bomb Removal

By Wendy Simonson, director, New Office Annex Project,
Bureau of Overseas Buildings Operations, U.S. Embassy in Manila

During World War II, the property that in 1946 became the U.S. Embassy to the Republic of the Philippines was the residence for the Japanese Imperial Military and the Embassy of Japan. It sustained heavy aerial and naval bombardment and was the arena for urban troop battles.

In 2009, a year after the Bureau of Overseas Buildings Operations (OBO) broke ground for the Manila New Office Annex project (MNOX) involving 10 new facilities, the Philippine National Police were called to remove the first of several pieces of unexploded ordnance (UXO) found on the site. Over the next four years, several more pieces of UXO were unearthed, including white phosphorous bombs. American and Japanese artifacts of war and human remains were also discovered.

The U.S. Embassy in Manila employs more than 1,600 people and serves more than 18,000 American and Filipino veterans and their widows via a Department of Veterans Affairs outpatient clinic. Thus, the MNOX excavation was a critical safety matter requiring mandatory demining.

The project reached a milestone in March

with the opening of one of the office annexes. At the opening ceremony, Ambassador Harry K. Thomas Jr. thanked Manila Police Director Alejandro Gutierrez for the support of his Explosive Ordnance Division and Special Weapons and Tactics teams in keeping the embassy safe during the four years of the annexes' construction.

When construction began, the post had no idea any UXO were present, said Management Counselor Robert A. Riley. Each time a piece of UXO was found, he said, "we thought that would be the last of it but, no, there was always more." He recalled once looking out his office window and seeing smoke pouring out of holes in the earth where white phosphorous was burning after being exposed to the air for the first time in more than 65 years.

During the 42-month project, 10 structures were designed and built in two phases on two compounds. During both construction phases, several caches of World War II-vintage UXO were unearthed. Because of the danger to construction and mission personnel, the contract was modified, at an additional cost of \$20 million, to

include professional UXO surveys and remediation on both compounds.

One example of the work involved the seafront compound, which had been the site of a major American and Filipino battle against Japanese troops and now houses 42 government-owned residences. During the construction of the New Office Annex 3, for the Department of Veterans Affairs, a live 1,000-pound bomb was extracted from behind the townhomes.

"Our employees had worked there for more than 60 years and lived there for more than 50 years, unconscious of the potential danger," Riley said.

Former Project Director Aziz Y. Younes said it wasn't uncommon to unearth World War II UXO during excavations in other areas of Manila, but finding UXO on the embassy compound was a complete surprise.

"I will never forget that Friday in January 2009 when I got a call from the site informing me that the excavator had unearthed a cache of over 100 mortar shells," he said. "That day shattered the safe nature of the project and forced OBO to formally assume that all remaining underground work was considered dangerous."

After the find, Younes informed the embassy's front office, regional security officer and Manila Police Department. The ambassador quickly evacuated the embassy. UXO-clearing teams removed the dangers, the site was swept for other UXO and new operating procedures were put in place.

Nonetheless, in the following three years excavators continued to find UXO. Younes said the 1,000-pound aerial bomb at the seafront compound "was the most challenging." The site was evacuated, he said, and UXO teams "had to delicately handle this bomb, which if detonated, would cause damage across a half-mile radius."

Since completion of the MNOX project, there have been no new UXO-related incidents. Younes attributes the project's success to collaboration between OBO, the post, the U.S. Navy and the Manila Police Department.

Excavation of UXO led to several historical discoveries, which are now part of a recently completed display at the Thomas Jefferson Information Resource Center at NOX 2. The display includes American and Japanese WWII artifacts saved by the OBO team during the construction project, Japanese and American weapons and UXO remnants, and photos of UXO that were removed during construction. ■



A Philippine National Police SWAT team removes UXO from one of the construction sites.

Department of State photo

LEARNING AND LOVING IT

Parents Bring Children to the Halls of Main State

By Ed Warner, deputy editor, *State Magazine*

The Department's 2013 Take Your Child to Work Day, April 25 in Washington, D.C., featured five-time world champion figure skater Michelle Kwan as keynote speaker, and offered its 796 registered attendees a day filled with learning opportunities both serious and light.

Kwan told the children how she became a figure skating champ. A two-time (1998 and 2002) Olympic medalist, she attributed her success to hard work and determination. "Hard work is in everything you do," she advised. And if you fall or make a mistake, she said, "The important thing is to pick yourself up.

"Winning or losing doesn't matter...you have to enjoy the journey," she said, encouraging attendees to learn about their parents' work and the options available in higher education and careers. Now a senior advisor in the Bureau of Educational and Cultural Affairs, Kwan also talked about the exchange programs that let people of different cultures exchange ideas and encourage mutual understanding and respect.

Most children asked diplomatic questions, but one youth was blunt: "Why didn't you choose some other activity to excel in, like tennis?"



"I could go so fast, I could jump" only by skating, she enthused.

One of the day's lighter learning opportunities was the Bureau of Administration's (A) "Tin Man" workshop, which let children create art from what others might consider trash. Nathan Mackall, an A bureau engineering team leader, helped son Colby Mackall, 11, make a dachshund out of a tubular snack food can, with a golden Easter egg for its head and a piece of PVC cable for its tail.

One of the serious opportunities, offered by the Bureau of Conflict and Stabilization Operations (CSO), focused on how the Department responds to the needs of youth in zones of conflict. CSO Stability Operations Officer Samantha Difilippo told the two dozen or so attendees how CSO supported a

multitribal youth soccer tournament in Kenya prior to that nation's 2013 national elections. The tournament helped the teens see what they had in common and thereby ease the tribal conflicts that flared after the previous election, she said.

Then, attendees formed their own teams—or tried to. They were divided into pairs, with each youth facing the other across a piece of tape and trying to convince the other to cross that "border" to his or her side. Some succeeded, but Nicholas Variava and

Marcus Trigg couldn't; "we weren't agreeing," Variava said.

There were nearly 40 other bureau-sponsored activities, too. The Bureau of Diplomatic Security let children climb aboard a security vehicle and watch a bomb-sniffing dog in action. The Bureau of Economic and Business Affairs held a piano festival in the Dean Acheson Auditorium featuring several students from a local music academy. Regional bureaus presented Eastern European and Thai folk dancing, and the Public Affairs Bureau let attendees pretend to be reporters and TV camera operators.

Parents brought their children from near and far. Human Resource Officer Brenda Wells and her son and daughter made a nearly three-hour trip from Baltimore by car, commuter train and bus. The day began in the Acheson where the youngsters were sworn in as a group by Under Secretary for Management Patrick M. Kennedy, who noted that employees' oath to preserve and protect the Constitution was groundbreaking when first used more than 200 years ago. Before then, oaths of allegiance were made to kings, he said. ■

Opposite page: Assistant Secretary for Public Affairs Mike Hammer dons a funny hat and hams it up with students after taking their questions during the "Mock Reporter" activity. *Photo by Bill Palmer; Top right:* An attendee pets one of the bomb-sniffing dogs in the Main State courtyard prior to a Bureau of Diplomatic Security demonstration. *Photo by Ed Warner; Center:* Aya Heinrich practices her Japanese Kanji—she is writing the character for "friendship"—during a Japan-themed activity at the Bunche Library. Encouraging her is Sydney, a volunteer from the Japan-America Society of Washington, D.C. Aya's father Bill works for the Bureau of Intelligence and Research. **Bottom right:** HR/ER's Judy Ikels, center, calls on a child who has a question for Olympic skater and Special Advisor for Diplomacy Michelle Kwan, right, the day's keynote speaker. *Photos by Bill Palmer*





Canine Hero

Wounded USMC Dog Warms Hearts in Finland

By David McGuire, public affairs
officer, U.S. Embassy in Helsinki

When a Marine Security Guard (MSG) detachment receives a new member, it usually goes unnoticed beyond the embassy gates, but that was not the case in Helsinki in July 2012 when one arriving Marine got a hero's welcome at Helsinki-Vantaa airport. Ambassador Bruce Oreck, Marine Gunnery Sgt. Christopher Willingham, embassy staff, representatives from American Airlines, local police and journalists from every major Finnish media outlet welcomed the newest member of the embassy's team, a Marine search dog named Lucca who had risked her life to save American service members.

Willingham, Lucca's first handler, knew how much she had sacrificed to protect others and how far she had traveled to reach this post. So in retirement at Embassy Helsinki, Lucca would not have to stand watch.

Lucca joined the Marine Corps in April

2006 at age 2. She is a specialized search dog trained to search roadways, open areas, buildings and vehicles for explosives, weapons and ammunition. Willingham, who enlisted in 1999, formed a special bond with his canine companion as they worked together for nearly five years. During two combat deployments to Iraq, she probably saved the lives of Willingham and members of his patrol several times by locating hidden explosive devices that would otherwise have gone undetected.

Once, Willingham carried Lucca home after a long day on patrol because "she deserved it." They were a team, and Lucca quickly became part of his family.

When Willingham left to take command of the MSG Detachment at the U.S. Embassy in Helsinki, he left Lucca with his successor, Cpl. Juan Rodriguez, but checked back regularly,

sending care packages filled with dog biscuits, toys and treats from the embassy staff.

In March 2012, as Rodriguez and Lucca were on patrol in Afghanistan, Lucca walking in the lead as always, she suddenly alerted the unit to an explosive device. Then, while continuing to sweep the area, Lucca was hit when another bomb exploded. She tried running to Rodriguez, who met her halfway, applied a tourniquet and began first aid, saving her life. She had burns on her torso and her front left leg had to be amputated, but Lucca had ensured that no other Marines had been injured.

Willingham, meanwhile, was planning to adopt Lucca after her retirement, and he finalized the paperwork while she recovered. Embassy Foreign Commercial Service officer Nicholas Kuchova worked with American Airlines, which ensured that Lucca traveled to



Lucca relaxes in the grass after returning to the U.S. with the Willingham family. *Photo by Sgt. Christopher Willingham; Below right: Lucca and Willingham play outside his residence in Helsinki. Photo by Embassy Helsinki*

To illuminate the contributions and sacrifices of canines in the military, the John Burnam Monument Foundation is building a monument to military working dogs at Lackland Air Force Base in Texas, where many of the dogs are trained. Lucca's charisma and remarkable story have brought attention to the monument-building effort.

Lucca got a well-deserved rest in Finland, but made appearances there, too. In a private event with Finnish President Sauli Niinistö at a military hospital in Helsinki, she visited wounded veterans, some of whom served alongside U.S. troops in Afghanistan. Willingham talked to them and Lucca provided quiet comfort. Lucca also visited school groups in Finland, where Willingham told her story and highlighted her contributions to global peace-keeping. In conjunction with the Marine detachment's Toys for Tots program, Lucca accompanied the detachment as it handed out gifts and spread seasonal joy at a school for disadvantaged children. The youths were as excited to play with her as with their new toys.

At the embassy, Lucca occasionally joined Country Team meetings, where she rested quietly at Willingham's feet or sniffed around for treats. Deputy Chief of Mission Danny Hall kept a bag of dog treats in his office, and Lucca would wait patiently for one whenever she visited.

"Lucca's bravery and loyalty were an inspiration to us all," Hall said. "Hers is an incredible story, and even now in her well-

deserved retirement she continues to provide support for others. Lucca brings so much to our mission in Helsinki, both within the embassy and in our relations with our host country. It's a pleasure and an honor to have her here with us."

Lucca enjoyed her retirement in Finland, spending time with her adoptive family and joining in their winter activities. Willingham's two young children took particular delight in including Lucca in their games, especially in the snow, and often pulled her in a sled or threw snowballs for her to chase.

In March, Willingham's tour in Helsinki ended, and he and Lucca joined his family at Marine Corps Base Quantico, Va., where Willingham had been handpicked by the commandant of the Marine Corps to serve in a teaching position.

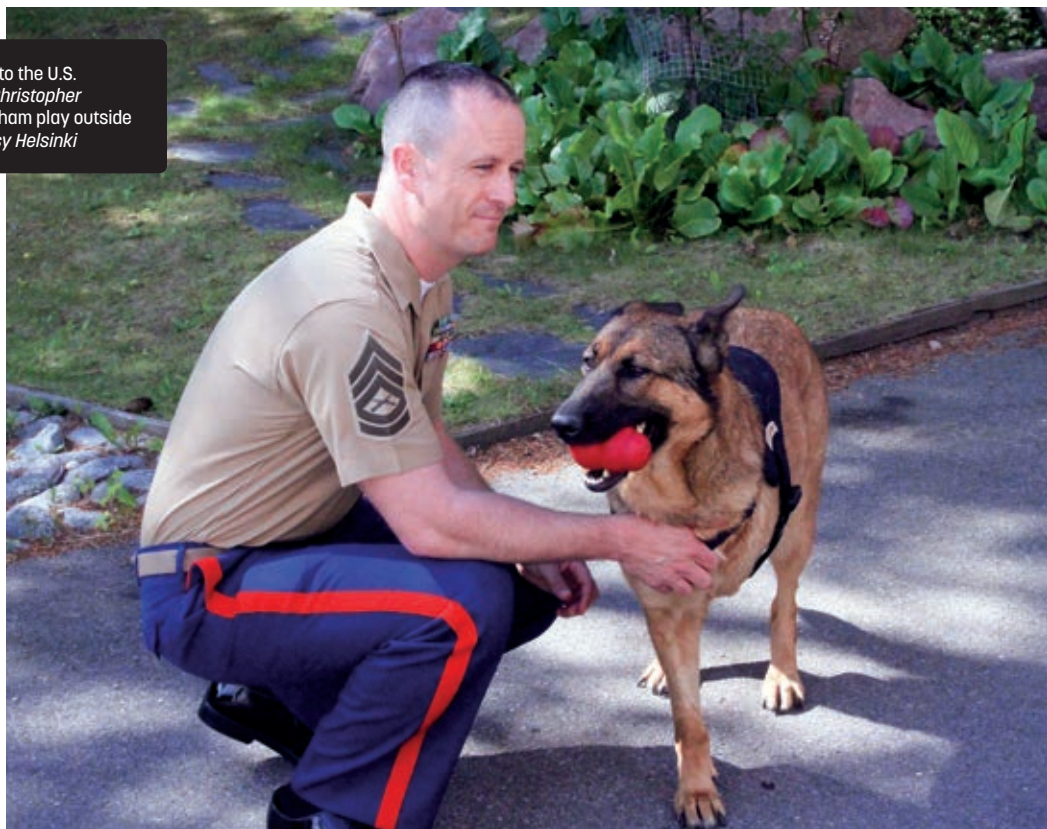
In her time at the embassy, Lucca did great work in support of its public affairs efforts, allowing the mission to show its softer side while highlighting the important work that the U.S. and partner nations' militaries do in places like Afghanistan. She also helped the post reach audiences that might not have otherwise taken notice.

When Lucca left, her farewell Facebook posting reached the largest audience of any embassy posting. Americans and Finns were sad to see Lucca and the Willinghams depart, and many Finns commented on her final Facebook post with a simple heart—an appropriate symbol for a dog who saved, inspired and touched so many. ■

Finland in comfort. When she changed planes in Chicago, a military color guard escorted her through the airport, and she was honored in a ceremony at the special place chosen for her plane's departure—Gate K9. American Airlines then flew her first class to Helsinki.

Since her "retirement" in Finland, she has been guest of honor at the Dallas Sky Ball, where more than 1,000 attendees and donors honored wounded veterans; ridden a float in the Rose Bowl Parade; and done numerous media appearances, including the shows "Fox & Friends" and "Inside Edition."

Lucca's high-profile, lively appearances have gained her friends and raised awareness of the important contributions of military working dogs. Her Facebook page attracted more than 1,000 followers in the first 24 hours after its launch and reached more than 2,800 followers in just three months.





Delivering the Goods

Office Centralizes Warehousing and Shipping

By Derek Worman, Foreign Service adviser, Office of Logistics Management

The Bureau of Administration's Office of Logistics Management (A/LM), which delivers household effects and work supplies worldwide, has nine locations: eight domestic and one overseas in Antwerp. In fiscal year 2012, A/LM moved nearly 16,000 household effects (HHE) shipments and more than 20,000 tons of supplies.

To become more efficient, A/LM in May began consolidating its three warehouses in the Springfield, Va., area into a 112,000-square-foot, LEED-Silver-certified facility in Lorton, Va. While its footprint is smaller than the facilities it replaces, the new building's 30-foot ceilings and efficient layout triple the previous storage capacity. The new warehouse will house furniture and equipment destined for controlled access areas, process secure purchase orders and offer storage for numerous bureaus.

The new facility is safer and more secure and efficient. For example, three of its 11 loading docks are inside the warehouse, allowing greater flexibility when loading secure containers. Up to 10 battery-powered forklifts recharge in a fully enclosed and

separately ventilated space. Supplies will be better maintained in climate-controlled spaces. Motion-sensor lighting conserves electricity while ensuring that workspaces are well lit when necessary.

Other operational improvements will include the use of radio frequency technology and a wireless network to immediately update computer records from the warehouse floor, eliminating paper-based processing.

A/LM is working with the Bureau of Overseas Buildings Operations (OBO) and overseas posts to ensure that the Department receives the best facilities at the best price. A/LM warehouse experts work with OBO to ensure that new warehouses are designed for safe and efficient operation and meet the needs of the warehouse staff, such as having aisles wide enough to operate the forklift.

A warehouse works best when the floorplan is developed with the entire supply chain in mind. To improve security, the plan might provide separate entrances to the storage areas of the regional security office, medical unit or other agencies at post.

Since building a new warehouse is usually

not an option, A/LM can work with posts to identify ways to improve existing warehousing and strengthen their supply chain. The U.S. Embassy in Mexico City, for instance, slashed its warehouse space by more than 10,000 square feet, while the U.S. Embassy in Yaoundé saved \$25,000 annually by giving up an unneeded leased warehouse. Another post saved money and improved internal controls by combining separate motor pool, facilities management and expendable supply operations with its nonexpendable operations.

Some missions are looking countrywide or regionally for efficiency gains. Posts in southern Africa, for example, have teamed up to improve their shipping times. Shipments to U.S. embassies in Gaborone, Harare, Lilongwe, Lusaka, Maputo, Mbabane, Windhoek and Mission South Africa are now consolidated in New York and sent to Durban, South Africa, which has an abundance of quality warehousing and a developed trucking industry that can provide quicker service at lower costs.

The biggest challenge these posts faced was accurately sharing costs and properly

billing individual agencies at post. A container could hold supplies for more than 20 customers, requiring near-impossible funding coordination to pay the costs of clearing customs. Angela Lauvray, an A/LM logistics manager, traveled to U.S. Consulate General Durban this spring to meet post representatives to fine-tune the operations.

"We want the post to get one shipping bill, and the working capital fund was designed to do this," she said. To avoid complex invoices and costly demurrage fees, A/LM is working with posts and Global Financial Services in Charleston, S.C., to bill and pay for costs in Durban as if it were a dispatching center. This will save an estimated quarter million dollars and countless hours and headaches next year.

An East Africa transportation hub was conceived in 2011 by Embassy Kigali General Services Officer (GSO) Jim Greene and Embassy Kampala GSO Jeff Biron, after Greene found it cost 25 percent more to send a container to Kampala than to Kigali. They agreed to consolidate future shipments bound for their posts and have them routed to Kigali, where items could be trucked less expensively to Kampala. The U.S. Embassy in Bujumbura quickly signed on, and the New York despatch agent began consolidating freight for all three posts, saving money and chopping three to six months off shipping times for the smaller posts.

The posts are considering funding a position at the U.S. Embassy in Dar es Salaam to process their shipments at the



Helping to cut the ribbon at A/LM's Springfield, Va., warehouse are, from left, Mike Carney, Deputy Assistant Secretary Cassy Ebert Gray, Deputy Assistant Secretary Keith Miller, Assistant Secretary Joyce Barr and Stephanie Beal.

Photo by Allen Naylor

port, and used regional training to ensure that their procurement and shipping staffs were well acquainted.

Mission Brazil experienced lengthy delays with its shipments and customs clearances while the large warehouse at the Consulate General in São Paulo went underutilized. So U.S. posts in Brazil decided to implement their own hub-and-spoke system that

will result in quicker shipping times from Miami, more efficient customs clearances and cost savings. The mission eliminated a leased warehouse in Brasília, saving \$150,000 per year.

Working together, logistics professionals in A/LM and at U.S. embassies and consulates around the world deliver the goods that make diplomacy work. ■

New Onsite Warehouse Ends Lease

In April, Tri-Mission Rome opened an onsite warehouse in the first, second and third floors of a building on the embassy compound space that otherwise would have been empty because of security issues.

For 20 years, the post had leased space that was 45 minutes away from the compound. The move to the new space will save more than \$500,000 a year in lease costs. The new warehouse has 18,300 sq. ft. of space, about a third less than the leased location, but the General Services Office (GSO) was able to downsize its holdings through a spring cleaning and eliminating the stocking of office supplies, in preference for "just-in-time supplies." The new site also reduces driving time and fuel costs, due to its proximity to offices and residential units.

At the ribbon-cutting in Rome are, from left, Cecilia Mulligan, Sara Hall, Angelo Fioretti, Douglas Hengel, Giovanni Olivieri, Alessandro Bucci and Kirby Nelson.

Photo by Alessandro Corradini



Environmentalism Afoot

Green Races Promote Conservation in Host Cities

By Eveline Tseng, vice consul, U.S. Consulate General in Monterrey, Mexico

The annual Green Race, first held in 2009 by the U.S. Consulate General in Monterrey, is growing as other U.S. diplomatic posts in Latin America launch similar pro-environment runs.

The first race, a 10-kilometer event organized by then-entry-level officer (ELO) Will Cobb and dozens of Foreign Service and Locally Employed (LE) Staff volunteers, sold out with 1,500 runners. Since then, there have been Green Races at four U.S. posts in 2010 and 2011, five in 2012, and five planned for this year. Last year, the Monterrey event drew more than 12,000 participants.

To launch Monterrey's race, the consulate staff partnered with Pronatura Noreste, one of Mexico's largest and oldest environmental NGOs. Pronatura helps plan the race and organizes the follow-on reforestation effort. In 2009, Green Race organizers committed to planting four trees for each registered participant, or 6,000 trees. To date, 52,000 trees have been planted in forests around Monterrey.

The Green Race and Consulate General Monterrey have clearly tapped into a wellspring of community social consciousness, capitalizing on the correlation between runners and environmentalism. Furthermore, Monterrey's federal, state and local

governments want to preserve the region's natural beauty, and its businesses want to be socially responsible.

In 2011, the Green Race added a 3-kilometer race and an environmental festival that included recycling raffles, nutrition classes and educational activities. This expanded its appeal to families and non-runners and attracted even more sponsors.

Green Race excitement has since spread to other posts. In early 2010, ELOs at the U.S. Consulate General in Matamoros joined forces with an existing 10-kilometer race to add recycling and environmental awareness. Then, both posts' organizers took Green Race fever to their follow-on postings, working with NGOs to increase environmentalism. Thus, U.S. posts in Managua, Santo Domingo and Mérida now have their own events.

To help posts host a Green Race, a cable is in the works. The FAST Forum's SharePoint site (shared.state.sbu/sites/fastforum/Pages/GreenEvents.aspx) and blog (cas.state.gov/fastforum) have Green Race resources.



There were 4,200 runners at the start of the 2012 Green Race in Monterrey.
Photo by Erick Garza

Right: A child in Monterrey learns how to plant a pine seed using fertilized soil and a recycled soda bottle provided by Pronatura. **Bottom:** John Feeley, then-DCM in Mexico, crosses the finish line of the 2011 race in Monterrey with two young children. *State Department photos*

Cobb, who went on to organize the race in Managua, said he was lucky to have been in the right places at the right times since each is a great city “with a keen interest in protecting the environment, supportive principal officers who were willing to take calculated risks and incredible enthusiasm and dedication from LE Staff who pounded the pavement, worked social media and found innovative ways for us to connect with the local population to have a lasting impact.”

Francisco Paco Perez, who worked on races in Matamoros and Santo Domingo, said he saw them grow from consular section matters into “a major mission endeavor” encompassing USAID, Peace Corps projects, public relations, economic statecraft initiatives and law enforcement liaison activities such as an anti-littering campaign. “Our Green Team quickly brought together the entire country team to work on our projects,” he enthused.

Green Race beneficiaries include reforestation efforts in Monterrey and Managua, a Green Fair and recycling project in Santo Domingo, and efforts to protect sea turtles in Merida. Most projects were suggested by NGO partners. All Green Races share an environmental focus and high community interest. They also support U.S. policy and community diplomacy, an aim of the Quadrennial Diplomacy and Development Review.

An annual Green Race can sustain and expand a post’s relationships with private and public sector contacts. For instance, in Managua it opened connections with previously inaccessible corporate and government contacts, yielding networking and reporting opportunities. Monterrey race organizer James Moffitt said, “The business community was excited to work with us, and the community felt that in the third year that the event was part of the city.”

A Green Race that attracts high-visibility participants such as sports and entertainment celebrities can raise its profile and show the post rallying the community for an important cause. In 2012 in Monterrey, the city’s top sports teams and their star players donated time to do commercials, wore Green Race merchandise and attended the race and festival. In the same year, Managua’s race featured a concert headlined by the country’s most popular rock band. At posts, a race pulls several sections and agencies into its orbit. Management can provide equipment and transportation. The Foreign Commercial Service and political and economic sections can provide fundraising contacts. At posts in Monterrey and Matamoros, the public diplomacy office managed media interviews with ELOs to promote the race and funded parts of the event.

FSOs benefit by honing networking, organizational and management skills and improving foreign language abilities. They learn to be flexible when things fall through, creative when resources are tight and ready to juggle multiple tasks as a deadline approaches. Maureen Smith said that while working on Consulate General Merida’s first Green Race, she didn’t want to reinvent the wheel. “I first looked at all of the information the U.S. Consulate General in Monterrey had posted on their SharePoint [website] to get a feel for how we needed to organize, different promotional materials and presentations that could be used.”

Often, the chief responsibility falls to one set of officers. At Consulate General Monterrey, ELOs bid on the opportunity to manage the project, and in Santo Domingo economic officers head the project.

A Green Race can become a post’s premiere outreach event. It is a simple yet powerful concept that instantly grabs the attention and imagination of post organizers, the press, the host government and the community, especially its youth. It can make a real and lasting difference in the community while creating outreach opportunities and supporting U.S. policy goals of environmental conservation and the advancement of U.S. business.



To get a race started, organizers need the chief of mission’s permission, an NGO partner (which should sign a contract and directly receive sponsorship funds), logo, event date and fundraising. Local governments can often help with permits, security and medical response services. Sponsors can provide in-kind donations of essential supplies like fruit, water and T-shirts for runners. LE Staff can use their community contacts. ■

Skills to Succeed

BEX Assessors Enhance Their FS Careers

By Susan Domowitz, Board of Examiners

Smart power requires smart people, and the success of America's diplomacy in coming years depends on the State Department's ability to recruit, train and deploy the very best people for the job. Selecting the best from among the tens of thousands of applicants each year is the job of the Board of Examiners (BEX), a team of 28 Foreign Service officers that assesses some 10,000 applicants annually. The team includes senior FSOs, some of them former ambassadors or deputy assistant secretaries (DAS), as well as FS-02s and FS-01s, who represent every career track and have experience in every region of the world.

Service in BEX fulfills such FSO core precepts for promotion as institution building and giving back to the Department. In accordance with the Secretary's September 2012 ALDAC stressing the importance of BEX service, an officer's service in BEX will be highlighted to the Deputy Chief of Mission/Principal Officer committee beginning in 2013 for the 2014 assignments cycle. In addition, about half of the 28 BEX positions will be designated as one-year tours, allowing FSOs to more easily integrate a BEX tour into their careers.

John Feeley, principal DAS in the Bureau of Western Hemisphere Affairs, said his one-year BEX tour was an opportunity to gain valuable skills.

"Through my service as an examiner, I acquired, part by osmosis and part by conscious study, an in-depth understanding of our human resource challenges, the programs and policies that affect all FSOs and, most importantly, a keen understanding of our intake of new hires, what makes them tick and how we must shape them," he said.

Feeley went on to become DCM and chargé d'affaires at the U.S. Embassy in Mexico City, before his promotion to PDAS. He said more than a third of his time in both positions was spent on the nuts and bolts of the Foreign Service and Civil Service personnel systems, including assignments, grievances, curtailments and mentoring of entry-level generalists and specialists.

"All these core facets of being a leader were developed as a result of my assignment in BEX and the knowledge that I acquired from working with the HR professionals in REE and throughout the bureau," he observed.





Opposite page: Assessor Candace Graves, left, discusses Foreign Service exam materials with Program Assistant Ebony Ervin. **Left:** BEX assessors Joe Bookbinder, left, and Ann Kambara try out an iPad application for oral assessments.

Photos by Ed Warner

To assess the aspiring FSOs, examiners in teams of four lead small groups of candidates through a day that includes group and written exercises and individual interviews. Examiners assess whether the candidates are good leaders and managers, exercise sound judgment, work well with others and have integrity, resourcefulness and resilience. At the end of the day, they inform candidates whether they have qualified.

Candidates come from every U.S. region and a wide range of professions. More

Elizabeth Hopkins, who came to BEX after being DCM in Amman, Jordan, said serving in BEX should be required of all senior managers. “Working in BEX strengthens your ability to judge skills and evaluate potential in a fair and unbiased manner, and to avoid stereotypical thinking that gets in the way of effective human resource management,” said Hopkins, who became acting DAS in the Bureau of Population, Refugees and Migration in April.

To underscore the importance of BEX service, Director General Linda Thomas-Greenfield personally approves all assignments to BEX. She also identifies and recruits officers awaiting onward assignments to senior positions for shorter Y-tours in BEX.

After serving as DCM in Canberra and PDAS in the Bureau of Oceans and International Environmental and Scientific Affairs, Dan Clune came to BEX for a six-month Y-tour. He said his time there was a rewarding opportunity “to give back to the Department by helping select the next generation of FSOs and as a chance to learn about BEX’s scientific methods of interviewing and selecting candidates.

“I wish I had been able to take advantage of those methods earlier in my career when I was interviewing applicants for vacant positions,” he added.

BEX works with an industrial/organizational psychologist to develop assessment materials, validate processes, minimize any adverse impact on the candidate pool and ensure that all assessment tools are consistent with private-sector best practices.

The work atmosphere in BEX is collaborative and collegial, and morale is strong. Every examiner, regardless of rank, regularly assumes leadership responsibilities for oral assessments and other critical duties.

Examiners say they value their role in building the future of America’s diplomacy. Tom Skipper, who came to BEX after being public affairs officer at the U.S. Embassy in Beijing, said BEX’s work profoundly affects the Department. “We’re not just filling out the next A-100 class,” he said. “We’re picking the next generation of officers who will one day lead the Department of State. All of us take that very seriously.”

than a few are first-generation U.S. citizens or the first in their family to attend college. Diversity is an important goal.

BEX examiners also assess Foreign Service specialists. Each year, examiners work closely with subject-matter experts to evaluate the skills of about 4,000 candidates.

Beyond oral assessments, BEX staffers evaluate candidates’ qualifications and work with outside experts to make the process fair, transparent and objective. They create and publish study materials (listed at careers.state.gov) and monitor, improve and create materials for oral assessments. This includes creating fictitious countries with invented histories—a fun but serious undertaking that generally takes a year.

BEX is nimble and responsive. While the number of oral assessments varies annually, based on hiring needs, BEX ensures that a sufficient number of qualified candidates are always on the register. When mounting visa backlogs in China and Brazil became a problem two years ago, BEX quickly set up a process to interview more than 500 language-qualified candidates for consular adjudicator positions in those two countries. Within a year of the request, the adjudicators were working at embassies and consulates, eliminating the backlogs.

BEX examiners occasionally travel outside of Washington, D.C., to assess candidates. In 2012–2013, teams assessed candidates in San Francisco and San Antonio.

Kristi Hogan, the 2009 winner of the Leamon Hunt Award for Management Excellence, said she chose a tour in BEX because of its lasting impact. “I am keenly aware of how my work in BEX will impact my next 15 years with the Department,” she said. “The candidates we assess and who are hired by the Department will become our future colleagues.”

Director General Thomas-Greenfield observed oral assessments in Washington, D.C., and San Antonio this year, and said she was “highly impressed by the thoroughness of the process and the professionalism of our assessors.” She said BEX needs dynamic, experienced officers from all career paths, and that the Bureau of Human Resources works hard “to recognize the contributions of our assessors, who are tasked with identifying the next generation of Department leadership.” ■



The Plaza Mayor has been the scene of markets, bullfights, soccer games and public events, and is now a major tourist attraction in the city of Madrid.

Corbis photo



MADRID

Close U.S.-Spain Ties Rooted in History

By Molly J. Dalessandro, vice-consul, U.S. Embassy in Madrid



In the middle of a busy traffic circle in Madrid stands an ornately carved white marble column topped by a statue of Christopher Columbus pointing west toward the lands he encountered after crossing the Atlantic. Erected in 1885 to celebrate 400 years of Spanish heritage in the new world, the monument is a reminder of the close ties between Spain and the United States, as is this year's celebration of the 500th anniversary of Ponce de León's exploration and settlement of Florida.

Spain is a gateway to the Americas, where strong linguistic and cultural connections were first forged by Spanish explorers. It also bridges the European and African continents, divided by the Strait of Gibraltar, only eight miles wide at its narrowest point. Spain's identity as a meeting place of cultures extends back to the eighth century, when Muslims, Christians and Jews lived side by side in the region known as Al Andalus. The relative peace and tolerance of Al Andalus yielded a rich artistic heritage that now attracts nearly 60 million visitors per year to the country, including 1.25 million American tourists.

Today, Spain is one of the youngest democracies in Western Europe, having emerged from nearly 40 years of isolation and military dictatorship only in 1975. Its 47 million citizens live in a constitutional monarchy that continues to engage internationally despite the struggles of an economic crisis.

Strong Collaboration

The U.S. Mission in Spain uses a framework called the Four Pillars to unite everyone around its core objectives: to strengthen the bilateral partnership around shared values and common interests, practice economic statecraft, build broad support through public diplomacy and protect U.S. citizens.

Spain and the United States share a commitment to global security, and Spain is a strong and reliable partner. Examples include cooperation in combat operations in Afghanistan, bilateral efforts to counter terrorism, cooperation around non-proliferation of weapons of mass destruction and support of democratic transitions in the Middle East and North Africa. A recent agreement to locate four U.S. Navy ships in southern Spain represents a key component of NATO's European missile defense

program. Bilateral military cooperation furthers multilateral efforts, including assistance to the French in Mali.

Spain is a major transit point for human trafficking and narcotics smuggling from Latin America and Africa into Europe. Spanish and American law enforcement agencies collaborate to confront international organized crime syndicates. Spain sends the second-largest number of fugitives back to the United States for trial every year, averaging one per week. Extraditions and mutual legal assistance treaties are models of bilateral and interagency cooperation, involving the departments of State, Justice and Homeland Security, plus the DEA, FBI and Interpol.



Members of the embassy community help in the yearly planting of a "People's Garden" near the Ambassador's residence.
Photo by U.S. Embassy Madrid



Clockwise from above: Embassy families and American study-abroad students cheer for runners during the recent Madrid Marathon, which was dedicated to those killed at the Boston Marathon; Embassy Assistant Information Officer Dan Mangis visits a local school on Read Across America Day 2013. Photos by U.S. Embassy Madrid; Embassy families tour an olive oil farm and bottling plant near Toledo. Photo by Scott F. Dalessandra





Above: The embassy consular section holds monthly training days dedicated to team building and skills development. *Photo by Scott F. Dalessandro; Right:* Ambassador Solomont discusses the American electoral process with a class of political science students at the Universitat Pompeu Fabra in Barcelona. *Photo by U.S. Consulate Barcelona*

Economic Ties

The success of the bilateral relationship depends not only on a strong partnership around global security, but also on creating deeper economic ties. The mission's practice of economic statecraft reflects Secretary of State John Kerry's statement that "more than ever, foreign policy is economic policy."

Spain is one of the fastest-growing sources of foreign direct investment in the United States. The U.S. Embassy in Madrid actively promotes expanded bilateral trade and investment, and supports the Spanish government's economic reforms in the face of its ongoing economic crisis. The embassy is an outspoken supporter of improved intellectual property protection and tries to ensure that American companies can compete in Spain on a level playing field.

The economic statecraft interagency team of State, Commerce and Agriculture pools resources and shares ideas to promote U.S. economic interests with Spain. The Foreign Commercial Service partners with the embassy's consular section to conduct Invest in USA seminars across the country, giving the mission a platform for encouraging job-producing investment in the United States.



Public diplomacy promotes American values through people-to-people connections and educational exchanges. During the recent inauguration of the embassy's Youth Council, 25 young Spanish leaders from across Spain met in Madrid to share their experiences as activists, scholars and volunteers. They suggested that encouraging political engagement, volunteering and entrepreneurship be part of the council's mission.



Active Citizenship

The embassy promotes professional development and volunteering as solutions to the challenges facing communities in Spain and as a way of building civil society. The public affairs section organized a Service Innovation Summit in 2012 for Spanish and U.S. leaders to imagine new approaches to community development, followed by a day of service. The embassy's Volunteers in Action group provides year-round opportunities for the embassy community to become involved in community service.

The consular section serves a large community of U.S. citizens throughout Spain, including tourists, students and long-term residents. The American Citizen Services (ACS) unit organizes safety briefings for more than 25,000 U.S. students who come to Spain each year (Spain is the third most popular destination in the world for American students who study abroad). The ACS unit helped Americans in Spain register to vote in 2012 and organizes annual taxpayer events for them with the Internal Revenue Service in Paris.

Embassy Madrid's 350 employees include 120 direct-hire Americans and a strong team of local staff whose average length of service is 20 years, making them the backbone of the mission and its institutional memory.

The Global Employment Initiative (GEI) of the Family Liaison Office ensures that family members can continue their careers while in Madrid. Mission Spain benefits from a bilateral work agreement that allows family members to obtain work permits. GEI also organizes networking events such as Meet the Professionals workshops.

Culture and Sports

Madrid is famous for late nights spent tasting tapas and for cultural events ranging from live performances to world-class museum exhibitions. Several embassy employees and live music fans recently formed a band that performs at Marine Security Guard happy hours on Friday afternoons. The city is surrounded by mountains, which offer skiing in the winter and hiking in the mostly temperate and sunny climate all year round. Sports fans watch Real Madrid home games at Santiago Bernabéu stadium and recently cheered on runners in Madrid's Rock 'n' Roll Marathon.

Travel opportunities abound, in Spain and across Europe. The wine-growing region of La Rioja is a short drive north. The nation's high-speed train network is the second longest in the world, and travelers from Madrid can reach every major city in Spain in less than four hours.

Serving in Madrid is an opportunity to view the transformation of Spanish society during a period of economic reform and to play an active part in a vibrant embassy community. Most of all, it is a chance to contribute to a partnership that is vital to U.S. interests. ■



At a Glance

Spain

Capital: Madrid

Government type: Parliamentary monarchy with hereditary constitutional monarch as head of state

Area: 492,503 sq. km.

Comparative area: Slightly more than twice the size of Oregon

Population: 47 million

Languages: Castilian Spanish (official), Catalan, Galician, Basque and Aranese

Religions: Roman Catholic, Protestant, Muslim and Jewish

GDP per capita: \$30,400

Export partners: France, Germany, Portugal and Italy

Export commodities: Machinery, motor vehicles, foodstuffs, pharmaceuticals, medicines and other consumer goods

Import commodities: Machinery and equipment, fuels, chemicals, semi-finished goods, foodstuffs, consumer goods, measuring and medical control instruments

Import partners: Germany, France, Italy and China

Currency: Euro (EUR)

Internet country code: .es

Source: Country Background Notes

By the Numbers

HR Releases 2012 Foreign Service Promotion Data

By Victor Villones, analyst, Bureau of Human Resources

The primary factor in determining the number of promotion opportunities is service need. The methodology for determining this compares current and projected Foreign Service position requirements with estimated personnel numbers. A computer model simulates the movement of employees through the Foreign Service career system and averages promotion opportunities over multiple years to create a smoothing effect in closing projected staffing gaps. If the Department were to promote to fill only the gaps occurring in the current year, promotion opportunities would vary significantly from year to year, especially for many specialist skill groups.

The Department began offering classwide promotions in 2005 for generalists from the levels of FS-03 to FS-02, FS-02 to FS-01 and FS-01 to Counselor (OC), in addition to promotion opportunities within job cones. Generalist opportunities are first determined for each grade level and then divided between classwide and promotions within job cones. Specialist promotion opportunities are determined individually for each skill group by grade level. The Director General directs the promotion planning process and authorizes the final generalist and specialist promotion opportunities.

The Bureau of Human Resources has compiled the 2012 Foreign Service Selection Board results by class and cone for generalists and specialists. The tables show promotion numbers, rates, average time in class and average time in service for each competition group. The bureau also analyzed and compared certain 2012 promotion rates and levels to the 2011 results and the five-year averages. While the number of generalist and specialists promoted in 2012 was higher than 2011 and the five-year average, the number of eligible employees increased at a faster rate. Thus, the overall 2012 promotion rate for all eligible Foreign Service employees was 23 percent, lower than the 2011 rate of 24 percent and the five-year average rate of 25 percent.

Generalists

The overall Foreign Service generalist promotion rate was 31.4 percent in 2012, nearly the same as in 2011 (31.6 percent). The number of 2012 promotions into and within the Senior Foreign Service increased from 2011 and was greater than the five-year average. Due to an increase in retirements, the number of promotion-eligible employees actually decreased from 2011 and was less than the five-year average. Thus, the resulting Senior Foreign Service promotion rate increased to 20.7 percent, higher than 2011 (16 percent) and the five-year average (15.5 percent).

The FS-02 to FS-01 promotion rate in 2012 was 17.6 percent with 179 promotions, lower than the promotion rate and number in 2011 (19.3 percent and 181). While the 2012 promotion rate was lower than the five-year average of 18.8 percent, the number of promotions in 2012 was 10 higher (179 vs. 169).

The 2012 promotion rate from FS-03 to FS-02 was 40.1 percent, lower than the 2011 rate of 45.4 percent with 29 fewer promotions (289 vs. 318) but 15 more than the five-year average of 274. Yet, the 2012 promotion rate was lower than the five-year average of 46.2 percent.

Generalist promotions from FS-04 to FS-03 increased to 330 in 2012 from 294 in 2011, slightly lower than the five-year average of 336 per year. Since more FS-04 generalists were eligible, the promotion rate decreased to 62.7 percent, down from 68.5 percent in 2011 and lower than the five-year average of 65 percent.

Specialists

Nearly 16 percent of all eligible Foreign Service specialists were promoted in 2012, lower than 2011 average (17 percent) and five-year average (18 percent). The number of promotions in 2012 was only slightly lower than the five-year average.

The 2012 promotion rates and numbers for many specialist skill groups were at or slightly below the 2011 levels and five-year averages. While the number of promotions remained steady for many specialist occupations, the number of eligible employees often increased, affecting the promotion rates. For example, 27 security engineers were promoted in 2012, one more than the number promoted in 2011 as well as the five-year average. However, the number of eligible employees increased by nine in 2012, resulting in a promotion rate of 22.3 percent, lower than 2011 (23.2 percent) and the five-year average (26 percent).

Nineteen financial management officers were promoted in 2012, the same as in 2011 and higher than the five-year average of 16 per year. Their promotion rate remained at 17 percent, the same as in 2011 and higher than the five-year average of 14.8 percent.

Gender and Ethnicity/Race

For the first time, last year's Foreign Service promotion article (*State Magazine*, June 2012) published promotion statistics by gender, ethnicity and race. The promotion statistics for the latest year, 2012, have been aggregated by Foreign Service grade level, as last year, but now there are new racial categories, including native Hawaiian and multi-race. Since last year's article, these promotion statistics were further broken out by grade level for the 19 specialist occupations. Also new: Results are broken out by grade level for the generalist cones. Promotion results by gender, ethnicity and race, including additional detail by grade level for generalist cones and specialist occupations, are available online at <http://intranet.hr.state.sbu/offices/rma/Pages/DiversityStats.aspx>. ■



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	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-In-Class of Completed	Avg Time-In-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
MC to CM							
CLASSWIDE MANAGEMENT	30	0	0	6.1	0	29.8	0
CLASSWIDE CONSULAR	19	1	5.3	6.5	8.6	32	31.1
CLASSWIDE ECONOMIC	35	2	5.7	7.5	8.5	31.1	29.4
CLASSWIDE POLITICAL	43	2	4.7	6.5	5.6	30	26.6
CLASSWIDE PUBLIC DIPLOMACY	25	0	0	6.7	0	30.4	0
CLASSWIDE FINANCE	1	0	0	4.5	0	27.1	0
CLASSWIDE INFO TECH MNGR	5	0	0	5.3	0	26	0
CLASSWIDE PSYCHIATRIST	2	0	0	10.6	0	21.1	0
CLASSWIDE MEDICAL OFFICERS	11	0	0	9.1	0	21.1	0
CLASSWIDE SECURITY OFFICER	2	0	0	5	0	25.9	0
CLASSWIDE TOTAL	173	5	2.9	6.8	7.3	29.6	28.6

GENERALIST FEOC to FEMC							
CLASSWIDE MANAGEMENT	41	2	4.9	3.9	4.5	25	23.2
CLASSWIDE CONSULAR	41	2	4.9	3.8	4.6	25.8	23
CLASSWIDE ECONOMIC	55	3	5.5	4.2	4	25.9	24.4
CLASSWIDE POLITICAL	60	7	11.7	4.2	4.4	26.6	24.6
CLASSWIDE PUBLIC DIPLOMACY	40	3	7.5	3.8	4.2	25.5	23.3
CLASSWIDE TOTAL	237	17	7.2	4	4.3	25.9	24
MANAGEMENT	39	11	28.2	3.9	4.5	25.1	25.5
CONSULAR	39	5	12.8	3.7	4	25.9	24.2
ECONOMIC	52	5	9.6	4.2	4.8	26	26.9
POLITICAL	53	11	20.8	4.2	4	26.9	25.5
PUBLIC DIPLOMACY	37	10	27	3.8	3.8	25.7	24.3
FUNCTIONAL TOTALS	220	42	19.1	4	4.2	26	25.2
COMBINED TOTALS	237	59	24.9	4	4.2	25.9	24.9

GENERALIST FS01 to FEOC							
CLASSWIDE MANAGEMENT	56	2	3.6	5.3	4.2	21.7	19.4
CLASSWIDE CONSULAR	48	1	2.1	5.7	6.7	22.5	25.6
CLASSWIDE ECONOMIC	96	11	11.5	6.3	7	23.4	23.7
CLASSWIDE POLITICAL	125	13	10.4	6.1	6.1	22.6	21.9
CLASSWIDE PUBLIC DIPLOMACY	77	1	1.3	6.4	5.7	22.1	14.3
CLASSWIDE TOTAL	402	28	7	6	6.3	22.6	22.3
MANAGEMENT	54	20	37	5.3	4.9	21.8	20.7
CONSULAR	47	13	27.7	5.6	5.5	22.5	20.8
ECONOMIC	85	11	12.9	6.3	6.8	23.3	23.2
POLITICAL	112	11	9.8	6.1	5.1	22.7	21.4
PUBLIC DIPLOMACY	76	21	27.6	6.4	6	22.2	20.6
FUNCTIONAL TOTALS	374	76	20.3	6	5.6	22.6	21.2
COMBINED TOTALS	402	104	25.9	6	5.8	22.6	21.5

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-In-Class of Completed	Avg Time-In-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
GENERALIST CLASS 02 to CLASS 01							
CLASSWIDE MANAGEMENT	118	2	1.7	4.4	5.7	13.1	14.2
CLASSWIDE CONSULAR	225	14	6.2	5.1	6.4	15	15.2
CLASSWIDE ECONOMIC	255	10	3.9	5.4	6.2	15	13.8
CLASSWIDE POLITICAL	293	24	8.2	5.2	5.9	14.1	13.9
CLASSWIDE PUBLIC DIPLOMACY	126	2	1.6	3.9	5.7	12.4	16
CLASSWIDE TOTAL	1017	52	5.1	5	6.1	14.2	14.3
MANAGEMENT	116	34	29.3	4.4	4.8	13.1	13.4
CONSULAR	211	18	8.5	5	5.4	15	15.2
ECONOMIC	245	19	7.8	5.4	6.2	15.1	15.2
POLITICAL	269	21	7.8	5.2	7.1	14.1	16.9
PUBLIC DIPLOMACY	124	35	28.2	3.8	3.6	12.4	11.9
FUNCTIONAL TOTALS	965	127	13.2	4.9	5.2	14.2	14.1
COMBINED TOTALS	1017	179	17.6	5	5.4	14.2	14.2

GENERALIST CLASS 03 to CLASS 02							
CLASSWIDE MANAGEMENT	102	8	7.8	3.4	3.5	8.9	8.4
CLASSWIDE CONSULAR	154	11	7.1	3.9	3.4	9.1	8.1
CLASSWIDE ECONOMIC	153	20	13.1	3.9	4	9	8.8
CLASSWIDE POLITICAL	141	19	13.5	3.6	3.1	8.6	8.2
CLASSWIDE PUBLIC DIPLOMACY	171	21	12.3	3.4	3.5	8.5	8.5
CLASSWIDE TOTAL	721	79	11	3.7	3.5	8.8	8.4
MANAGEMENT	94	38	40.4	3.4	3.1	9	8.4
CONSULAR	143	28	19.6	4	4.1	9.2	8.7
ECONOMIC	133	32	24.1	3.9	4.1	9	9.4
POLITICAL	122	52	42.6	3.7	3.6	8.7	8.3
PUBLIC DIPLOMACY	150	60	40	3.3	3.5	8.6	8.7
FUNCTIONAL TOTALS	642	210	32.7	3.7	3.6	8.9	8.6
COMBINED TOTALS	721	289	40.1	3.7	3.6	8.8	8.6

GENERALIST CLASS 04 to CLASS 03							
CLASSWIDE MANAGEMENT	97	57	58.8	3.2	3.2	4.8	4.8
CLASSWIDE CONSULAR	119	70	58.8	3	3.1	4.9	4.9
CLASSWIDE ECONOMIC	107	75	70.1	2.5	2.4	4.7	4.7
CLASSWIDE POLITICAL	87	59	67.8	2.7	2.5	4.5	4.3
CLASSWIDE PUBLIC DIPLOMACY	116	69	59.5	2.5	2.5	5	5.1
CLASSWIDE TOTAL	526	330	62.7	2.8	2.8	4.8	4.8

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
SPECIALIST FE0C to FEMC							
FINANCE	4	1	25	6.7	2.5	23.5	19.6
HUMAN RESOURCES	1	0	0	2.5	0	17.8	0
GENERAL SERVICES	1	0	0	5.5	0	29.6	0
INFO TECH MNGR	9	1	11.1	4.4	6.6	28.5	36.7
DIPLOMATIC COUR	2	0	0	6.1	0	22.9	0
PSYCHIATRIST	3	0	0	6.9	0	12.5	0
SECURITY OFF	32	3	9.4	4.3	6.9	25.8	26.3
CONSTR ENGR	3	0	0	3.6	0	16.5	0
INFO RESOURCES	1	0	0	5.5	0	36	0
MEDICAL OFFICERS	7	3	42.9	4.1	4.9	10.6	11.2
HEALTH PRACTITIONER	2	0	0	4.6	0	28.8	0
FUNCTIONAL TOTALS	65	8	12.3	4.6	5.6	23.4	21.1

SPECIALIST 01 to 0C							
FINANCE	15	1	6.7	6.3	5.7	18.7	15.4
HUMAN RESOURCES	11	0	0	6.9	0	23.6	0
GENERAL SERVICES	5	0	0	5.3	0	23	0
INFO TECH MNGR	25	4	16	5.3	5.5	23.8	23.1
PSYCHIATRIST	2	1	50	4.8	4.3	5.1	4.6
SECURITY OFF	52	12	23.1	4.9	5.2	24.1	24.1
SECURITY ENGINEER	12	1	8.3	6.5	4.7	24.4	20.1
CONSTR ENGR	7	2	28.6	6.4	7.7	17.2	18.1
FACILITIES MAINT	4	0	0	7.2	0	18.4	0
ENGLISH LANG PGMS	4	1	25	10.8	6.7	24.1	20
INFO RESOURCES	1	0	0	11.7	0	19.6	0
MEDICAL OFFICERS	10	2	20	6.4	6.8	6.7	7.1
HEALTH PRACTITIONER	4	1	25	6.2	5.7	24.3	23.6
FUNCTIONAL TOTALS	152	25	16.4	5.8	5.6	21.6	20.6

SPECIALIST 02 to 01							
FINANCE	58	5	8.6	6	6.3	11	10.4
HUMAN RESOURCES	22	3	13.6	4.1	3.7	16.6	15.7
GENERAL SERVICES	27	3	11.1	4.8	4	14	8.8
INFO TECH MNGR	180	11	6.1	7.1	6.3	20.3	17.5
DIPLOMATIC COUR	6	1	16.7	7	3.7	21.2	20.8
SECURITY OFF	227	23	10.1	6	7	16.2	17.4
SECURITY ENGINEER	61	3	4.9	6.9	12.7	14.5	20.4
CONSTR ENGR	4	2	50	2.7	2.7	8.5	8.3
FACILITIES MAINT	13	2	15.4	4.4	4.7	15.7	14.6
ENGLISH LANG PGMS	11	1	9.1	5.3	4.7	9.7	8.6
INFO RESOURCES	10	2	20	4.1	2.2	9	10.2
MEDICAL TECH	2	0	0	12.8	0	31.3	0
HEALTH PRACTITIONER	20	1	5	5.7	8.7	11.4	14
FUNCTIONAL TOTALS	641	57	8.9	6.2	6.3	16.3	15.6

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
SPECIALIST 03 to 02							
FINANCE	35	12	34.3	3.7	4.5	4.5	5.6
HUMAN RESOURCES	14	6	42.9	3.7	3.2	10.3	8.7
GENERAL SERVICES	60	9	15	5.4	4.2	12.2	12.1
INFORMATION MGMT	245	17	6.9	6	5.6	12.8	12
INFO MGMT TECH	58	5	8.6	6	5.9	11.5	11.2
DIPLOMATIC COUR	8	1	12.5	6.6	2.7	15.2	13.4
SECURITY OFF	448	44	9.8	5.2	6	10.5	11
SECURITY ENGINEER	21	12	57.1	3.5	3.3	8.4	7.8
SECURITY TECHNICIAN	30	0	0	5.3	0	11.8	0
CONSTR ENGR	7	5	71.4	3	3.1	6.5	6.9
FACILITIES MAINT	37	8	21.6	4.2	4.2	10.3	10.4
ENGLISH LANG PGMS	4	2	50	2.8	3	3.1	3.3
INFO RESOURCES	6	3	50	2.8	3.4	3.2	3.7
MEDICAL TECH	6	0	0	9.7	0	19	0
HEALTH PRACTITIONER	37	6	16.2	4.1	6.4	4.5	6.7
OFFICE MGMT SPEC	24	0	0	4.6	0	26.1	0
FUNCTIONAL TOTALS	1040	130	12.5	5.3	5	11.1	9.6

SPECIALIST 04 to 03							
HUMAN RESOURCES	40	11	27.5	2.5	3.2	4.1	6.4
GENERAL SERVICES	71	14	19.7	2.8	3.5	3.3	5.8
INFORMATION MGMT	220	42	19.1	5.6	6.3	7.8	8.4
INFO MGMT TECH	27	11	40.7	3.3	3.3	5.2	5.2
DIPLOMATIC COUR	45	2	4.4	5.4	4.8	9.3	9.2
SECURITY OFF	303	88	29	2.1	2.8	5	5.8
SECURITY ENGINEER	27	11	40.7	1.8	2	2.2	2.3
SECURITY TECHNICIAN	54	5	9.3	5	3.8	8.1	6.7
CONSTR ENGR	13	6	46.2	2.4	2.9	2.7	3.2
FACILITIES MAINT	60	19	31.7	2.4	3.3	2.7	3.7
MEDICAL TECH	1	1	100	1.5	1.5	3.4	3.4
OFFICE MGMT SPEC	113	11	9.7	4.2	5.2	19.3	18
FUNCTIONAL TOTALS	974	221	22.7	3.6	3.7	7.3	6.5

SPECIALIST 05 to 04							
OFFICE MGMT SPEC	208	25	12	3.7	4.5	11.3	10.6
FUNCTIONAL TOTALS	208	25	12	3.7	4.5	11.3	10.6

SPECIALIST 06 to 05							
OFFICE MGMT SPEC	203	49	24.1	3.9	4.4	6	6.5
FUNCTIONAL TOTALS	203	49	24.1	3.9	4.4	6	6.5

Beyond the Visa Window

Office Does Policy Coordination, Public Affairs

By Esperanza Tilghman, public affairs officer, Bureau of Consular Affairs

The work performed by the Bureau of Consular Affairs' Office of Policy Coordination and Public Affairs (CA/P) goes beyond the visa window: The office provides the latest guidance on adoptions, monitors congressional hearings, and delivers on CA's objective of having "One Bureau, One Message."

CA/P informs domestic and foreign audiences on common consular issues such as American citizen services (ACS), passports and visas, but its staff of more

than 20 Foreign Service officers and Civil Service employees also develop people-to-people outreach for the annual New York Times Travel Show, maximize social media platforms to distribute security messages to U.S. citizens traveling overseas and meet with Capitol Hill staffers about consular issues, among other duties.

CA/P's press, new media and outreach teams come to the office with experience in such conflict areas as Afghanistan and high-volume consular posts like India and Mexico.

The office's Press Team, headed by Ops Center alum Ken Chavez, responds to reporters' inquiries on consular issues and prepares the Department spokesperson for questions that may arise in the daily press briefing. Coordinating guidance and talking points, often on short notice, requires the office to have strong relationships across the Department and interagency arena. The team, which includes John Whiteley, Beth Finan and Monty McGee, was the first CA office to use the Virtual Student Foreign Service, which allows interns to serve in an online capacity. "E-Intern" Tomas Husted, a student at Davidson College, compiled CA's Daily Press Clips every morning before class. Privacy and confidentiality laws often limit what the team can say publicly about consular issues, but, "even when we can't discuss a specific ACS or visa case, our job is to be sure we're positively and accurately representing the great work done by consular officers around the world," Chavez said.

CA/P's New Media Unit, formed in late 2011, focuses on digital outreach platforms such as the web (travel.state.gov), social media, mobile and application development, and emerging digital technologies. Led by Presidential Management Fellow Corina DuBois, the unit is part of a network of social media practitioners from across the Department who collaborate with Facebook, Twitter and Google. DuBois and her Civil Service colleague Nicole Stillwell have worked on enhancing consular services for U.S. citizens through CA's Twitter handle @TravelGov. They've also collaborated with U.S. and foreign government colleagues on crisis communications, and with Department staff on delivering consular



From left, Tanya Mazin, Monty McGee and Christine Bagley gather in an office hallway.

Photo by Ed Warner

information via mobile devices. And they are determining the metrics to demonstrate value in operating in these platforms.

The New Media team supports outreach on issues that include visas, passports and American citizen services. Its monthly “First Friday” campaign engages CA’s foreign Facebook audience by answering questions

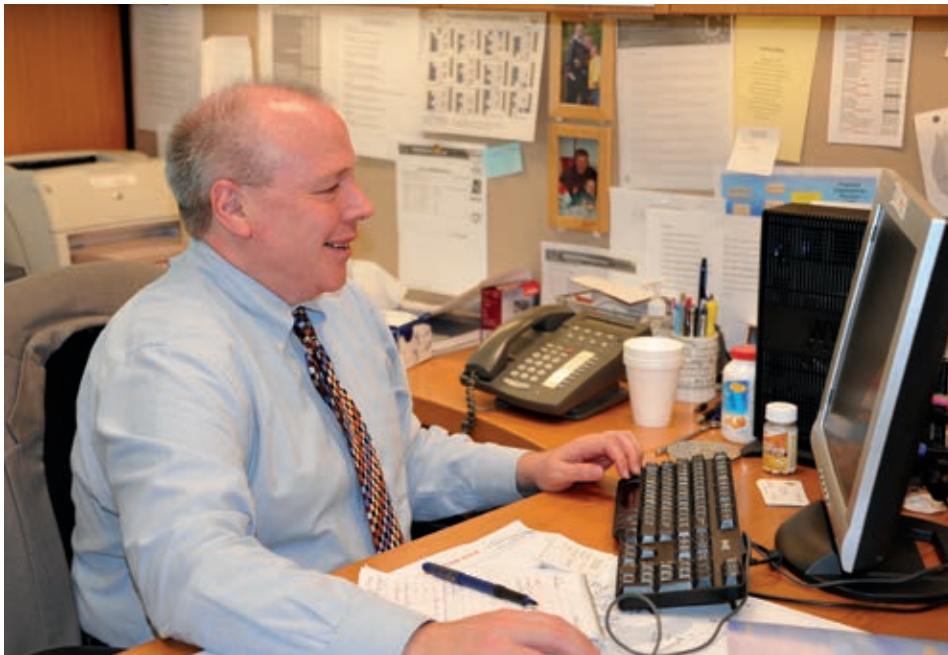
and organizing national outreach trips to brief congressional staffers, student advisors and others on CA’s mission abroad.

“With the diverse programming we are engaged in, it’s critical we align the objectives of the bureau and the specific goals of our bureau partners at the working level,” said Annie Wiktowy, the team’s passport liaison.

manages the relationship between CA and Congress. Two FSOs serve in the Department’s Senate and House Liaison Offices, explaining to congressional staffers the responsibilities of consular officers for U.S. citizens, the Department’s role in preserving the integrity of U.S. borders while facilitating the growth of the U.S. economy and the consular and visa processes associated with these responsibilities.

Two legislative advisors are the eyes and ears for how consular issues are being viewed by members of Congress, and prepare senior CA officials to brief Congress on CA issues. They are involved with legislation affecting consular procedures on travel and citizenship. During much of the 112th Congress, CA worked to successfully gain passage of the Universal Accreditation Act of 2012, which provides safeguards to families adopting in countries where persistent abuses threaten the best interests of children.

Earlier this year, CA/P participated in a meeting to celebrate CA’s annual Consular Leadership Day and produce a



Left: The office's deputy director, Robert Hannan, works on a report. **Below:** Ken Chavez, left, head of the Press Team, meets with Office Director Stuart Hatcher.

Photos by Ed Warner

on such topics as student visas, relationship visa categories and diversity visa scams. The team also uses the @TravelGov brand to deliver emergency messages, Travel Warnings and Alerts, and life safety information for U.S. citizens overseas.

“Our bureau has been very forward-leaning and has given us the opportunity to really engage with people via social media platforms,” DuBois said. “We don’t just amplify messages, but we also provide great customer service and citizen engagement.”

The CA/P Outreach Team helps coordinate CA’s public messaging and ensures that all CA personnel engaging with the public understand the bureau’s audience and priorities. The Outreach Team includes Kate Flachsbart, a consular officer who has spent 15 years in assignments in Washington and overseas; FSOs Esperanza Tilghman and Annie Wiktowy; and Civil Service employees Brendan Raedy, Wally Doerge and Paula Williams. The team develops initiatives such as organizing CA’s first roundtable event on challenges confronted by American lesbian, gay, bisexual and transgender (LGBT) travelers; coordinating CA’s participation in the New York Times Travel Show; educating law enforcement officers on arrest procedures for foreign nationals in the United States;



“We don’t want to miss opportunities to underscore Assistant Secretary Janice Jacobs’ commitment to issues such as transparent and ethical adoptions, integrity in the visa application process and excellent customer service at our passport centers and agencies.”

CA/P’s Legislative Affairs Unit, through its two Hill-based liaison officers and legislative advisors at the Department,

mission statement communicating to CA, and colleagues and partners Department-wide, the very best they can expect from CA/P. The statement says CA will craft and manage messaging that educates, informs and engages diverse audiences through public outreach, media engagement and emerging technologies. It is a mission CA/P stands ready to undertake, execute and deliver on. ■



In Harare in March, Gurira, at center, visited with Americans, from left, Adam Hollis, Brian Gosseline, James Carpenter and Eric Jarvis. Photo by David Bonnardeaux

Walking the Talk

Actress/Playwright Bridges Cultures

By Jillian Bonnardeaux, assistant public affairs officer, U.S. Embassy in Harare

A sword-wielding zombie killer, at least in the hit television series “The Walking Dead,” returned to her homeland of Zimbabwe in March to delight students, theater aficionados, members of the U.S. Mission community and local Americans.

The visit of Danai Gurira, who plays Michonne, one of the series’ main characters, was sponsored by the U.S. Embassy in Harare’s public affairs section (PAS), which has been working with the dynamic young Zimbabwean-American actress and playwright since long before she auditioned for “The Walking Dead.” For World AIDS Day 2011, PAS organized a national tour of Gurira’s award-winning play, “In the Continuum,” and she came to Zimbabwe to co-direct it. The production, funded by the President’s Emergency Plan for AIDS Relief, tells the stories of two HIV-positive women, one in the United States and one in Zimbabwe.

Gurira worked with the Almasi Collaborative Arts company, which she founded with creative partner Gamu Patience Tawengwa, an accomplished Zimbabwean theater and film director. The group emphasizes collaboration and partnerships between Zimbabwean artists and experienced American professionals.

“Danai is unique because she is not just a famous television actress, as many Americans know her, but she really embraces responsibility as a role model for aspiring artists and especially for young girls,” said Ambassador Bruce Wharton. “Her commitment to telling the stories of women and of Zimbabwe is compelling, and brings our countries closer together through arts platforms. This has been a critical addition to the embassy’s programming.”

Gurira is committed to sharing American best practices in theater arts. She returns home regularly to work with aspiring artists, and co-founded Almasi to help develop Zimbabwean theater even while she is in the United States.

Through its relationship with Gurira, the embassy gave seed money and publicity to Almasi’s year-long series of plays being read aloud to audiences by students from the University of Zimbabwe and young arts professionals. This kind of arts education and skills development helps build professionalization in the Zimbabwean arts industry, which in turn promotes U.S. Mission goals of increasing cultural and educational exchange and enhancing economic opportunity in Zimbabwe.

Ambassador Wharton hosted a Black History Month event in February featuring an Almasi reading of Lorraine Hansberry’s “A Raisin in the Sun.” The evening also celebrated five high school students from around the country who won the embassy’s Black History Month essay contest. Their essays focused on the Langston Hughes poem “Harlem (or A Dream Deferred),” which opens “A Raisin in the Sun.”

During Women’s History Month in March, Almasi took the play reading to an audience of 600 high school students at an event recognizing Hansberry and Gurira as talented African-American writers.

Gurira also participated in PAS’s annual Women’s History Month speaker program that sends American and Zimbabwean women to address school girls about careers and life skills. She visited one of the top girls’ schools in Harare to discuss her love of writing and her new play (part of a trilogy about the history of Zimbabwe), answer questions and share lessons on building confidence in young girls. Gurira’s program was one of nearly 20 outreach events in high schools around the country that reached more than 3,000 girls.

“Danai is a wonderful partner to work with on arts programs,” said Sharon Hudson-Dean, counselor for Public Affairs in Harare. “She has a natural ability to bridge cultures and to connect with young people and theater and film lovers. Her work and her enthusiasm bring our two nations together in a way that helps strengthen a positive bilateral relationship.” ■

Active Years

Guardian of History

Retiree Edited Recollections of Fellow WWII Vets

By Eddie Deerfield, retired U.S. Information Agency public affairs officer

A chance encounter between my son Scott and a car's license plate was the opening curtain on two decades of service to my fellow World War II veterans. A few years after I retired from the Foreign Service, Scott said he'd encountered someone whose car had a 303rd Bomb Group Association (BGA) ornamental license plate. That was my outfit, which fought in the air war against Nazi Germany.

Since Scott had the man's telephone number, I called him—and thus was launched my career in retirement.

After learning about the 303rd BGA, I joined the group in 1991—three years after retiring from USIA at age 65—to offer skills learned in public affairs management. I served the group of about 2,000 air combat and ground support veterans and their families as vice president for reunions, managing five gatherings from 1995 onward in Colorado Springs, San Francisco, Pittsburgh, Savannah and San Antonio.

In 2007, I organized our final reunion in Washington. The group, confronted by the passing of so many members, had voted to dissolve in 2008. Over the years, attendance at annual reunions had declined steadily from almost a thousand to barely more than a hundred.

I was also editor of Hell's Angels Newsletter for nine years, the 303rd BGA's 20-page quarterly publication, which kept members informed about association activities and had bylined articles by veterans on their wartime service illustrated with the authors' vintage photos.

In 2002, I edited and the 303rd BGA published a two-volume hardbound collection of 86 issues of the newsletter, from the first mimeographed edition of 1976 to the 20-page, full-color editions of 2001. A third volume in 2008 encompassed the 24 issues from 2002 through 2007. The three volumes cover members' recollections of aerial combat missions, ground support achievements, military awards, B-17 Flying Fortresses, escapes and evasions, prisoner of war experiences, memorials and more. They are in 1,000-plus homes and the collections of more than 100 university, military, museum and community libraries.

In a preface to the books, General T. Michael Moseley, U.S. Air Force chief of staff, wrote, "What an amazing group of men with incredible stories... As I thumb through the pages and read your stories, I am reminded that you and your brother airmen are the proud heritage that America's Air Force is founded upon. We owe you a debt that we cannot repay."

One librarian called the volumes a "comprehensive and well-written record of the exploits and sacrifices of those who served in the 303rd Bomb Group," and another said they had "become more important as memories of World War II diminish with time."

My memory of my time in the 303rd is little diminished. In 1942, I enlisted in what was then the Army Air Corps, trained as an aerial gunner at a base near Las Vegas, then moved on to Salt Lake City for training as a radio operator. I flew as a radioman aboard a B-17 "Flying Fortress," a 10-man bomber. We staged mock missions out

of Blyth, Calif., and Pyote, Texas, and then flew the aircraft to an English base about 60 miles north of London.

We flew bombing missions in 1943 and 1944 against targets in Nazi Germany and Occupied Europe, facing down the Luftwaffe and anti-aircraft artillery barrages. I was flying as radio operator/gunner with my crew on July 30, 1943, when our battle-damaged B-17 crashed in the North Sea on returning from a mission to Kassel, Germany. A month later, we crash-landed at a Royal Air Force base after a mission to Watten, France. We later counted more than 200 holes in the bomber from flak and enemy fighters. A month after that, we were forced to bail out when our B-17 *Lady Luck* caught fire on a mission to Nantes, France.

My most vivid memories, though, are of B-17s under attack, seen from my radio room at the height of battle, exploding in flames without a hope of survival for the 10 men on the crew, many of them friends. And then, the empty bunks that night in our Nissen hut.

My bombing missions came to an end when I was wounded by flak over Saarbrücken, Germany, in May 1944. I was not alone: Data show a high casualty rate for 8th Air Force bomber crews during World War II. Of our original crew of 10, only two of us had com-



Lieutenant Colonel Eddie Deerfield stands with wife Mary Lee Deerfield after being honored for his World War II service at the U.S. Air Force's 65th Anniversary Ball. Photo courtesy of the author

pleted a full tour of missions by the war's end. I left England with the Distinguished Flying Cross, Air Medal with three Oak Leaf Clusters and Purple Heart, saying emotional goodbyes to friends who were among the most courageous men I'd ever known.

After the war, I used the GI Bill to earn a journalism degree, and worked at a newspaper and TV station in Chicago. I joined USIA in 1966, and did seven overseas tours, earning a Career Achievement Award in 1988.

Skills gained in Foreign Service enabled me to help my fellow World War II veterans and their families remain united for as long as possible and record their wartime memories for posterity. Keeping those memories alive was a gratifying conclusion to a career in retirement. ■



Embassy Phnom Penh Remembers Fallen Marine

In September 1971 in Phnom Penh, Cambodia, U.S. Mission members had gathered to play softball when without warning Khmer Rouge fighters climbed the perimeter wall and attacked with grenades, wounding three Marine Security Guards (MSG) and a Navy Seabee, and killing Marine Sgt. Charles Wayne Turberville, 21.

This March, the U.S. Embassy in Phnom Penh dedicated a plaque in Turberville's honor. American and local staff gathered at the chancery as Assistant MSG Detachment Commander Sgt. Danny Gonzalez read the citation. Ambassador William E. Todd and Detachment Commander Gunnery Sgt. James Back unveiled the plaque, located next to the main entrance of the chancery and seen daily by Marines inside Post One.

The memorial resulted from two years of effort by Marine Corps Embassy Security Group Region 3 and the Marine Embassy Guard Association. The association presented an identical plaque to Sgt. Turberville's sister in 2012. A letter accompanying the presentation said, "The sacrifices made by him and his fellow Marine Security Guards form the solid foundation that has guided the Marine Security Guard Program into the 21st century and through one of the most turbulent times in our recent history."



Embassy Phnom Penh's Marine Security Guard Assistant Detachment Commander, Sgt. Danny Gonzalez, left, joined by Sgt. John Navickas, reads the citation honoring Sgt. Charles Wayne Turberville. *Photo by Danny Y. Kwan*

Embassy Warehouse Sale in Bogotá Nets \$100,000

The U.S. Embassy in Bogotá, Colombia, implemented a furniture and appliance pool this year, and launched a campaign to demonstrate the advantages of pooling furniture and appliances across agencies as the most cost-effective way of supplying these items to customers. To date, five agencies have joined the pool or pledged to participate in the coming year.

The post's Supply/Property Management (SPM) team worked with participating agencies to inventory accumulated warehouse items, uncovering hundreds of potential sale items that became part of the post's first sealed-bid warehouse sale. Deputy General Services Officer Faybein Moy and the SPM team coordinated publicity, including through the embassy's Facebook and Twitter profiles. More than 500 customers submitted 5,000 sealed bids on 300-plus lots. The sale brought in more than \$100,000.

The auction helped agencies at post, which face budgetary pressures, and freed needed warehouse space for furniture and appliances that have not reached their replacement cycle.

Medical Staff Take Trauma Training

In March and April, nearly 300 nurses and 300 medical providers from the Office of Medical Services, including Foreign Service regional medical officers, nurse practitioners, physician assistants and Locally Employed Staff completed CPR Basic Life Support instructor training and Comprehensive Advanced Life Support training. The medical providers worked on life-like manikins with hemorrhaging amputations and treated simulated victims of bullet wounds, blast injuries, orthopedic emergencies and other life-threatening injuries and illnesses.

The medical providers also re-certified their credentials in Advanced Cardiac Life Support by completing an intensive interactive online course and managing a hands-on practicum of a cardiac arrest.

At the training, medical providers worked on life-like manikins and live victims wearing moulage "cut suits".
Photo by Dr. Charles Rosenfarb



Consulate General Holds Civil Society Fair

The U.S. Consulate General in Matamoros' Dia de la Comunidad, a day-long volunteer fair, NGO seminar and artistic exhibition in March, attracted 2,000 attendees. The goal of "Community Day" was to strengthen civil society organizations and connect them with potential volunteers and donors.

More than 50 local NGOs and the consular section had booths describing their activities, and NGO members attended seminars on such topics as how to claim nonprofit status, taught by the Mexican tax agency. Local schools provided music, dancing and a fashion show. The event was broadcast live on local television.

"In the United States the spirit of service has a long tradition, and it gives me pleasure to know that this spirit is also here in Mexico; it's impressive and I want to recognize it," said Consul General Thomas Mittnacht. He said such recognition is important, given the tense security situation on Mexico's northern border and the tough circumstances under which many organizations are working.



Dancers perform at Consulate General Matamoros' Community Day. Photo by Mauricio Parra

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION

(Required by 39 USC 3685)

1. Publication title: State Magazine.
2. Publication number: 08-0110.
3. Filing date: April 1, 2013.
4. Issue frequency: Monthly, except combined July/August issue.
5. Number of issues published annually: 11.
6. Annual subscription price: N/A.
7. Complete mailing address of known office of publication: State Magazine, U.S. Department of State, HR/ER/SMG, 301 4th Street, SW, Suite 348, Washington, DC 20547.
8. Complete mailing address of the headquarters or general business office of publisher: U.S. Department of State, Bureau of Human Resources, 2001 C Street, NW, Washington, DC 20520.
9. Full names and complete mailing addresses of publisher, editor, and managing editor: Isaac D. Pacheco, State Magazine, U.S. Department of State, HR/ER/SMG, 301 4th Street, SW, Suite 348, Washington, DC 20547.
10. Owner: U.S. Department of State, Bureau of Human Resources, 2001 C Street, NW, Washington, DC 20520.
11. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities: None.
13. Publication title: State Magazine.
14. Issue date for circulation data: June 2013.
15. Extent and nature of circulation: See information below.
16. Publication of statement of ownership. Publication required. Will be printed in the December 2011 issue of this publication.
17. Signature and title of editor, publisher, business manager, or owner: Isaac D. Pacheco, Editor, State Magazine, 4/1/13.

I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

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b. Paid circulation (by mail and outside the mail)		
1. Mailed outside-county paid subscriptions stated on PS form 3541 (include paid distribution above nominal rate, advertiser's proof and exchange copies)	11,420	10,731
2. Mailed in-county paid subscriptions stated on form 3541 (include paid distribution above nominal rate, advertiser's proof and exchange copies)	N/A	N/A
3. Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside USPS®	18,970	17,819
4. Paid distribution by other classes or mailed through the USPS (e.g., first-class mail®)	N/A	N/A
c. Total paid distribution (sum of 15b[1], [2], [3], and [4])	30,390	28,550
d. Free or nominal rate distribution (by mail and outside the mail)		
1. Outside-county copies included on PS form 3541	N/A	N/A
2. In-county copies included on PS form 3541	N/A	N/A
3. Copies mailed at other classes through the USPS (e.g., first-class mail®)	N/A	N/A
4. Distribution outside the mail (carriers or other means)	N/A	N/A
e. Total free or nominal rate distribution (sum of 15d[1], [2], [3], and [4])	N/A	N/A
f. Total distribution (sum of 15c and 15e)	30,390	28,550
g. Copies not distributed 0 0		
h. Total (sum of 15f and 15g)	30,390	28,550
i. Percent paid (15c divided by 15f times 100)	100%	100%

Retirements

Foreign Service

Brougham, Kerry L.
Carignan, Stephen Allyn
Douglass, William Damon
Haley, William F.
Hudson, Helen C.
Huso, Ravic R.
Mattke, Marilyn R.

Mayberry, Alberta
Melzow, Martha L.
Namahoe, Darlene
Palumbo, Nicholas A.
Ramsay, Kathryn L.
Swedberg, Michiko
Tunba, Victoria R.

Civil Service

Barnes, Linda
Baughman, Jewel L.
Beecroft, Mette
Claibourn, Sallie Durham
Cohen, Moshe
Davis, Gregory K.O.
Egana, Aaron D.

Green, Terry White
Gress, Oksana
Hartung, Jean L.
Kaplan, Alma V.
Kirkhorn Jr., Robert L.
Kovac, Robert S.
Lain, Melva W.

Lee, Samuel
McCall, Louis A.
Pullen Jr.,
Howard Douglas
Smith Nissley, Nancy



Koror Celebrates Child to Work Day

On the U.S. Embassy in Koror's Take Your Child to Work Day in March, children accompanied their parents and Ambassador Helen Reed-Rowe to Angaur Elementary School in the State of Angaur, a sparsely populated area that is one of the most pristine environments in Palau.

At the school, the visitors told of life in Koror, a short boat ride away, and provided learning software to the school. They also assisted the Angaur government by providing tools to help undo damage caused by a 2012 typhoon and visited World War II American war memorials.

Post employees and their children get ready for Take Your Child to Work Day in Koror. Photo by Olkeriil Kazuo

Ambassador's Visit Results in Book Donation

U.S. Ambassador to the Federated States of Micronesia (FSM) Doria Rosen traveled in March to the FSM nation of Yap for an annual celebration involving traditional dancing, canoe races, cooking and coconut-grating contests. She joined retired Foreign Service secretary Jennie Leon Guerrero and friends for dinner at the Ayuda Foundation, a nonprofit formed 18 years ago to provide humanitarian services to the far-flung island nations of the Western Pacific Ocean.

At the event besides Leon Guerrero, projects manager for the Ayuda Foundation, were Walden Weilbacher, secretariat of the Association of Pacific Island Legislatures; Lt. Cmdr. Roldan Mina, Political-Military Affairs officer at Joint Marianas Command, Guam; Ramona Jones Benitez, chief operating officer for the Jones & Guerrero Corp.; Mike Cruz, former lieutenant governor of Guam and an Iraq war veteran; and Carlotta Leon Guerrero, executive director of the Ayuda Foundation.

Ambassador Rosen said she'd like to distribute children's books while on her travels, since books are rare in Micronesia. Jennie Leon Guerrero posted a request for children's books in the local daily newspaper, and dozens of books were left on her doorstep. They were shipped to the ambassador in April.

Walk/Run Club Turns Out on Earth Day

The Bureau of Intelligence and Research (INR) launched its Run/Walk Club at the Department's annual 6-kilometer Walk/Run for Water, held on Earth Day in April. The walk reflects the fact that in some developing nations a person must walk 6 kilometers to find clean water for his or her family.

The club, started to give employees a way to encourage one another in exercise, is called The Footnotes in honor of INR's history of offering alternative analysis, or footnoting, of high-profile National Intelligence Estimates. INR analyst Conny Mayer, who formed the group, said that, "in jobs with long hours, your exercise efforts can get totally out of whack, no matter how hard you try. Footnotes is a way to help me, and others, stay on track."

The Footnotes sported T-shirts with INR on the front and a running globe on the back above the slogan "Think Globally; Run Locally." More than 50 INR staff members participated.



The INR Walk/Run Club participants gather in the Main State courtyard. Photo by Constance Mayer



Keeping Care Current

MED Responds to Changing Threat Environment

By Will Walters, Wayne Quillin and Kathy McCray, Office of Medical Services

In 1998, terrorists detonated vehicle-borne explosive devices outside the U.S. embassies in Nairobi, Kenya, and Dar es Salaam, Tanzania. These attacks provided a harsh wake-up call to the Department, forcing it to seriously consider the previously unimaginable, including the use of chemical, biological, radiological, nuclear and explosive (CBRNE) weapons of mass destruction (WMD).

After these horrible bombings, the Office of Medical Services (MED) took several steps to keep pace with the changing paradigm. The Office of Emergency Medical Response was established and tasked to develop and deploy a worldwide medical countermeasures program, providing critical antidotes to posts overseas in a WMD attack.

Today, the newly formed Office of Operational Medicine provides centralized procurement, distribution and tracking of a global medical countermeasures program for U.S. embassies and consulates. The size and scope of the program and relatively short expiration date of essential medications involves enormous cost and logistical resources. To mitigate the workload and financial burden, and to extend the life of stockpiled emergency medications, the General Services Office (GSO) at MED implemented the Shelf Life Extension Program (SLEP). The program is administered through the U.S. Food and Drug Administration, and involves scheduled chemical analysis of specific medication lot numbers to ensure continued potency and efficacy past the originally

marked expiration date. Under SLEP, the Department saved more than \$2.8 million in fiscal year 2012 alone.

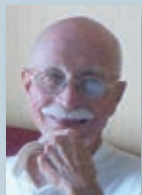
What does this mean for posts abroad? First, the number of doses for medical countermeasures relies on accurate numbers, both for CBRNE medications and pandemic influenza antiviral treatments. Keeping post population statistics up to date will be critical. Second, care must be taken in the storage of medical supplies. While small caches of nerve agent antidote kits are stored throughout the typical embassy, all other supplies must be stored in a climate-controlled and safe manner to ensure medication potency and prevent unauthorized removal of stocks from embassy grounds. As new medications are entered into the SLEP program, regular communication about lot extensions among the embassy health unit, the GSO staff and Washington will prevent premature decisions to discard or destroy “expired” countermeasure supplies overseas.

The SLEP program is a case study in best practices: deploying a broad range of workplace protections in an evolving threat environment while tracking the bottom line and working creatively to maximize cost effectiveness. ■

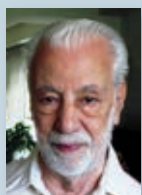
MED's General Services Office contributed to this article.



Obituaries



James N. Bumpus, 75, a retired Foreign Service officer, died of cholangiocarcinoma at his home in San Diego, Calif., on Oct. 3. He served in Basrah, Lourenco Marques (now Maputo), Porto Alegre, Santo Domingo, Durban and Brasília. After retiring, he accompanied his wife, Foreign Service officer Mary K. Reeber, to Nassau, where he enjoyed scuba diving, tropical gardening, hiking and work with the DEA. They retired to Pensacola, Fla., and San Diego. He loved politics, history, foreign affairs, conversation and travel.



Ariel S. Cardoso, 94, a retired Foreign Service employee, died March 9. He lived in Washington, D.C. Born in Italy, he fought with the Italian partisans and British Army during World War II. After fighting in Israel's War of Independence, he joined the U.S. Embassy in Tel Aviv, where he met his future wife Mary Randall. He followed her to a posting in Rome and later joined the Foreign Service. They served in Enugu, Zanzibar, Jakarta, Lesotho, The Gambia, Budapest and Berlin. They retired to Washington in 1979. He loved opera, ballet and travel.



Michael Drabin, 50, a retired Foreign Service officer, died March 29 of cancer. He lived in St. Petersburg, Fla. He joined the Department in 2005 and served as a financial management officer in Antananarivo and Pretoria. He retired in 2012. He traveled on six continents and loved ethnic food, classical music and playing board games with his daughter.



William F. Finnegan, 78, a retired Foreign Service officer, died Feb. 12 of lung cancer in Washington, D.C. He served in the Army before joining the Department. His postings included Maracaibo, Buenos Aires, Asunción, Panama City and Hong Kong. He loved the arts and, after retiring, was a docent at Marjorie Merriweather Post's Hillwood Museum in Washington.



Catherine "Kitty" Houghton, a retired Foreign Service officer, died Jan. 28 in Littleton, N.H. She lived in Novato, Calif. She was a Peace Corps volunteer in Nepal before joining the Foreign Commercial Service. Her postings included Beijing, Stuttgart, Abidjan, Bogotá, Ottawa, Shanghai and Vienna. She was a volunteer pilot for Angelflight and Lighthawk, and sang in several choral groups.



Charles A. Lynde, 85, a retired Foreign Service officer, died March 17. He lived in Franconia, N.H. He served in the Army and then the Air Force for 20 years before joining the Department in 1976. He was posted to New Delhi, Vienna, Ankara and Paris and served as a rover in many countries, including Korea and Kuwait. He retired—for the second time—in 2011. He enjoyed music and dancing.



William H. Rodgers, 96, a retired Foreign Service officer, died Feb. 23 in Peoria, Ariz. He lived in Sun City, Ariz. He served with the U.S. Information Agency in San Salvador, Lima, Santiago, Buenos Aires and San José. After retiring in 1976 to Sun City, he taught Spanish, tutored and recorded Spanish textbooks for Recording for the Blind.



Anne Smedinghoff, 25, a Foreign Service officer, died April 6 in a terrorist attack in southern Afghanistan while delivering textbooks to schoolchildren. She served in Caracas before her posting to Kabul as a press officer. She had recently served as a control officer for visiting Secretary of State John Kerry, who called her smart, capable and idealistic. In 2009, she participated in a cross-country bike ride, The 4K for Cancer, part of the Ulman Cancer Fund for Young Adults, and served on the group's board of directors.

Paul W. Stevenson, 52, a Foreign Service officer, died April 16 at his home in northern Virginia. He served in the Peace Corps in Kenya and as a city planner before joining the Department. His postings included Uganda, Ghana, Nigeria and the Bureau of Intelligence and Research, where he was an Africa analyst. He loved books, Africa and hiking, especially in the Adirondacks.



Richard E. Undeland, 82, a retired Foreign Service officer, died Dec. 21 in Arlington, Va., after a short illness. He joined the U.S. Information Agency in 1957 and served in Kuwait, Saudi Arabia, Syria, Jordan, Egypt, Algeria, Morocco, Lebanon, Tunisia and Vietnam. He retired in 1992 and was founding president of the Foreign Affairs Retirees of Northern Virginia. He loved Victorian novels, hiking and opera; contributed to the Department's Oral History Project; wrote a family history; volunteered with Arlington's elections office; and maintained an active interest in Middle East affairs. ■

End State



Greece

Sunlight pours through billowing clouds above Doxato, Greece, at dusk, creating a dazzling kaleidoscope effect and bathing the landscape in vibrant waves of color.

Photo by Theophilos Papadopoulos



Zimbabwe

In the muted light of their small, open-air home, a woman and her 5-year-old son sit on the floor and hand dip candles that they sell to support themselves.

Photo by DFID-UK



PG. 32





Finland



The cavernous crimson envelope of a hot-air balloon expands steadily while being filled before lifting off from Kaivopuisto, one of the oldest and best known parks in Helsinki, Finland's capital.

Photo by Wili_hybrid

PG. 12



Mexico

A street vendor's booth in Monterrey entices passersby with a colorful assortment of luchador masks similar to those worn by professional wrestlers who compete in *lucha libre* matches.

Photo by Amy_b

PG. 18





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